



Islands Trust

Financial Planning Committee Revised Agenda

Date: November 10, 2021
Time: 10:00 am - 3:00 pm
Location: Electronic Zoom Meeting

Pages

1. CALL TO ORDER
2. APPROVAL OF AGENDA
 - 2.1. New Items and Re-Ordering of the Agenda
 - 2.1.1. *Item 6.3 Freshwater Sustainability Strategy – attachment #1 Draft Freshwater Sustainability Plan (missing in original agenda)*
 - 2.1.2. *Item 6.4 Special Tax Requisition for GAB Housing – Regional Planning Manager Cermak was available to discuss a similar housing project for Salt Spring Island*
 - 2.2. Approval of Agenda
3. TOWN HALL
4. DELEGATIONS

None
5. ADOPTION OF MINUTES / COORDINATION
 - 5.1. Minutes of Meetings
 - 5.1.1. Financial Planning Committee draft minutes of October 20, 2021 4 - 9
 - 5.2. Resolutions Without Meeting

None
 - 5.3. Follow up Action List 10 - 12
6. BUSINESS
 - 6.1. Financial Planning Committee 2022 Meeting Re-Schedule - RFD 13 - 14

That Financial Planning Committee reschedule their May 25, 2022 meeting to Wednesday, June 1, 2022.

6.2.	Budget 2022/23 Changes Since Last Review - Briefing	15 - 22
6.3.	Freshwater Sustainability Strategy - Briefing	23 - 60
	Provided for information in response to FPC's resolution #2021-038	
6.4.	Special Tax Requisition for GAB Housing Project - Briefing	61 - 91
	Provided for information in response to FPC's resolution #2021-040	
6.5.	SSI CDF Project Funding Options - Briefing	92 - 94
	Provided for information in response to FPC resolution #2021-042	
6.6.	Deferred Motion - Climate Change Indicator project	
	Deferred from previous meeting: <i>"that Financial Planning Committee defer the motion "that Financial Planning Committee recommend that the climate change indicator project be deferred" to the next scheduled FPC meeting."</i>	
7.	TRUST COUNCIL BUSINESS	
7.1.	September 30, 2021 Quarterly Financial Report - RFD	95 - 101
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	Overview of the full 2022/23 draft budget	
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	Numerical Budget Summaries	
7.3.3.2.	Draft Budget Strategic and Operational Initiatives	133 - 168
	Summary list and related business cases	
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7.3.4.	LPS Projects - Feasibility Assessment	195 - 199
	To assist in debate	
7.3.5.	Islands Trust Conservancy Board Budget Request	
7.3.5.1.	ITCB Budget Request Summary	200 - 202
7.3.5.2.	ITCB new staff business case	203 - 208
7.3.6.	Special Tax Requisition Funding	
7.3.6.1.	SSI LTC - SSIWPA Special Requisition \$75,500	209 - 212
7.3.6.2.	SSI LTC - SSIWPA Reserve funds project: Strategic plan for watershed stewardship & protection \$40,900	213 - 217

7.4. 2022/23 Budget Consultation Process - RFD

218 - 241

8. NEW BUSINESS

9. WORK PROGRAM

242 - 243

10. NEXT MEETING

Wednesday, January 19 from 10:00 a.m. to 3:00 p.m.

11. ADJOURNMENT

*Approximate time is provided for the convenience of the public only and is subject to change without notice.



Financial Planning Committee Minutes of Regular Meeting

Date of Meeting: October 20, 2021
Location: Electronic Meeting

Members Present: Peter Grove, Chair
Paul Brent, Vice Chair
Laura Busheikin, Regional Planning Committee Representative
Sue Ellen Fast, Executive Committee Representative
Peter Luckham, Executive Committee Representative
Laura Patrick, Executive Committee Representative
Tim Peterson, Trust Programs Committee Alternate Representative
Tahirih Rockafella, Local Trustee
Dan Rogers, Executive Committee Representative
Kate-Louise Stamford, Islands Trust Conservancy Board Representative

Staff Present: Russ Hotsenpiller, Chief Administrative Officer
Julia Mobbs, Director, Administrative Services
Clare Frater, Director, Trust Area Services
Stefan Cermak, Regional Planning Manager, Salt Spring Island Office
Heather Kauer, Regional Planning Manager, Northern Office
Robert Kojima, Regional Planning Manager, Southern Office
Carmen Thiel, Legislative Services Manager
Nancy Roggers, Finance Officer
Mark Van Bakel, Senior Technical Analyst
Robert Barlow, Legislative Services Clerk/Recorder

1. CALL TO ORDER

The meeting was called to order at 10:01 a.m.

2. APPROVAL OF AGENDA

2.1 New Items and Re-ordering of the Agenda

None.

2.2 Approval of Agenda

By general consent the Committee approved the agenda.

3. TOWN HALL

None.

4. DELEGATIONS

None.

5. ADOPTION OF MINUTES / COORDINATION

5.1 Minutes of Meetings

3.1.1 Financial Planning Committee Draft Minutes of September 1, 2021

By general consent the Committee approved the minutes as presented.

5.2 Resolutions Without Meeting

None.

5.3 Follow up Action List

Director Mobbs provided a status update to all items that are currently in progress:

- An analysis of the cost effectiveness of the satellite offices – not yet underway as staff's focus has been developing the first draft of the budget
- Review of Trust Council Policy 6.5.1 (Reserves and Surplus) – will bring to the November FPC meeting
- Review of Trust Council Policy 7.2.1 (Trustee Remuneration) – not yet underway as staff's focus has been developing the first draft of the budget
- 2022/23 Budget Public Engagement – will take place in January 2022

6. TRUST COUNCIL BUSINESS

6.1 Budget 2022/23: Draft 1, Version 1

6.1.1 Draft Budget Overview

Director Mobbs presented the briefing, indicating that the first draft of the fiscal 2022/23 budget is for review and comment. FPC Discussion that followed included:

- the possibility of charging for the building permit review that Islands Trust undertakes
- Local Trust Committees (LTC) will be considering the adoption of the model fees bylaw in the next few months
- the ongoing exploration of the potential for self-insurance
- Gambier OCP review project has a revised estimate of \$17,000 as opposed to the agenda material which reflects an outdated figure of \$40,000

DRAFT

- some projects are new and some are new phases of an ongoing project. An example is the Gabriola housing project which is an ongoing project but this budget request is for a new element of that project
- the total funding request for LTC projects is not significantly different than last year's budget
- LTC projects are often using consultants rather than staff
- the general trend of spending less on projects than budgeted
- the trend of funding some LTC projects from the Surplus Fund in previous years but that is not an option this year as the total amount in the Surplus Fund is less than the prescribed minimum
- need to clarify use of Special Tax Requisitions
- the Trust Programs Committee will provide business cases for the Policy Statement Amendment Project, stewardship education, secretariat services and climate change indicators to the November 10 Financial Planning Committee meeting.

Trustee Brent joined the meeting at 11:30 a.m.

- the cost implications of deferring to some future time the incorporation of the bylaw enforcement and the Islands Trust Conservancy components into the Local Government Application Processing Services grant work.

Committee recessed at 11:51 a.m. and returned at 12:21 p.m.

FPC-2021-029

It was MOVED and SECONDED,
that the Budget be amended to restrict overtime.

DEFEATED

FPC-2021-030

It was MOVED and SECONDED,
that Financial Planning Committee request staff to report back to FPC what savings might be incurred by suspending all sponsorship of applications.

FPC-2021-031

It was MOVED and SECONDED,
that the motion be amended by inserting the words "or reducing to current budgeted levels of " after the word "all" and before the words "sponsorship of applications".

DEFEATED

The question on the original motion was then called.

DEFEATED

FPC-2021-032

It was MOVED and SECONDED,

DRAFT

that Financial Planning Committee recommend that ITC, FPC, TPC and RPC hold all but one meeting electronically annually and the budget be amended accordingly.

CARRIED

FPC-2021-033

It was MOVED and SECONDED,

that Financial Planning Committee recommend that Executive Committee hold 2/3 of its meetings electronically and that the budget be amended accordingly.

CARRIED

FPC-2021-034

It was MOVED and SECONDED,

that Financial Planning Committee recommend that two Trust Council meetings per year be held electronically and the budget be amended accordingly.

CARRIED

FPC-2021-035

It was MOVED and SECONDED,

that Financial Planning Committee recommend that Islands Trust not hire any co-op students in the next fiscal year.

DEFEATED

FPC-2021-036

It was MOVED and SECONDED,

that Financial Planning Committee defer the 0.6 FTE ITC communications specialist position.

DEFEATED

FPC-2021-037

It was MOVED and SECONDED,

that Financial Planning Committee recommend the deferral of the bylaw enforcement and the Islands Trust Conservancy components of the development approval budget

CARRIED

FPC-2021-038

It was MOVED and SECONDED,

that Financial Planning Committee request staff to provide information indicating how the work on Freshwater Sustainability Strategy to date leads to the current funding requests relating to freshwater.

CARRIED

Trustee Rockafella left the meeting at 2:00 p.m.

It was **MOVED** and **SECONDED**,

that Financial Planning Committee recommend that the climate change indicator project be deferred.

FPC-2021-039

It was **MOVED** and **SECONDED**, that Financial Planning Committee defer the motion “that Financial Planning Committee recommend that the climate change indicator project be deferred” to the next scheduled FPC meeting.

CARRIED

FPC-2021-040

It was **MOVED** and **SECONDED**, that Financial Planning Committee request an analysis of funding the Gabriola Housing Project via a special tax requisition.

CARRIED

FPC-2021-041

It was **MOVED** and **SECONDED**, that Financial Planning Committee defer the Trust Area Services Communications Specialist temporary replacement.

DEFEATED

FPC-2021-042

It was **MOVED** and **SECONDED**, that Financial Planning Committee request staff to evaluate options to fund elements of the Salt Spring Island Coastal Douglas-fir ecosystem project within other Salt Spring Island projects, such as watershed strategic planning and housing action or Regional Planning Committee projects.

CARRIED

7. BUSINESS

7.1 Proposed FPC Meeting Dates 2022

FPC-2021-043

It was **MOVED** and **SECONDED**, that Financial Planning Committee adopt the proposed meeting dates for the 2022 calendar year as presented.

CARRIED

FPC-2021-044

It was **MOVED** and **SECONDED**, that Financial Planning Committee direct staff to schedule all the 2022 FPC meeting dates as electronic meetings, and list the Victoria Office Board Room as the public meeting location, except for Wednesday, November 30, 2022.

CARRIED

8. NEW BUSINESS

None.

9. NEXT MEETING

Wednesday, November 10, 2021 from 10:00 a.m. to 3:00 p.m.

10. ADJOURNMENT

By general consent the meeting adjourned at 2:34 p.m.

Peter Grove, Chair

Certified Correct:

Robert Barlow, Legislative Services Clerk/Recorder

Minutes are not official until adopted at a subsequent meeting.



Follow Up Action Report

Financial Planning Committee

12-Nov-2020

Activity	Responsibility	Dates	Status
1 that Financial Planning Committee ask staff to bring back an analysis of the cost effectiveness of the satellite offices (items #13-#17 in the appendix to the Draft Budget Reductions Option briefing) including how often they are used and alternatives.	Clare Frater David Marlor Julia Mobbs Kate Emmings	Target: 10-Nov-2021	In Progress

20-Jan-2021

Activity	Responsibility	Dates	Status
1 that Financial Planning Committee request staff to recommend changes to policy 6.5.1 for review by Financial Planning Committee. This is Priority #3 of the Work Program.	Julia Mobbs	Target: 10-Nov-2021	In Progress

01-Sep-2021

Activity	Responsibility	Dates	Status
1 that Financial Planning Committee direct staff to review Trust Council Policy 7.2.1 Trustee Remuneration against the recommendations in 'UBCM's Council and Remuneration Guide' to identify areas of potential improvement, and that staff provide recommendations for policy changes to address these areas, as needed.	Julia Mobbs Russ Hotsenpiller	Target: 10-Nov-2021	In Progress
2 that Financial Planning Committee approve the 2022/23 Budget Public Engagement project charter, dated August 26, 2021.	Clare Frater	Target: 10-Nov-2021	Completed

Follow Up Action Report

Financial Planning Committee

20-Oct-2021

Activity	Responsibility	Dates	Status
1 that Financial Planning Committee recommend that ITC, FPC, TPC and RPC hold all but one meeting electronically annually and the budget be amended accordingly.	Julia Mobbs	Target: 10-Nov-2021	Completed
2 that Financial Planning Committee recommend that Executive Committee hold 2/3 of its meetings electronically and that the budget be amended accordingly.	Julia Mobbs	Target: 10-Nov-2021	Completed
3 that Financial Planning Committee recommend that two Trust Council meetings per year be held electronically and the budget be amended accordingly.	Julia Mobbs	Target: 10-Nov-2021	Completed
4 that Financial Planning Committee recommend the deferral of the bylaw enforcement and the Islands Trust Conservancy components of the development approval budget	Julia Mobbs	Target: 10-Nov-2021	Completed
5 that Financial Planning Committee request staff to provide information indicating how the work on Freshwater Sustainability Strategy to date leads to the current funding requests relating to freshwater.	David Marlor William Shulba	Target: 10-Nov-2021	Completed
6 that Financial Planning Committee defer the motion "that Financial Planning Committee recommend that the climate change indicator project be deferred" to the next scheduled FPC meeting.	Julia Mobbs Robert Barlow	Target: 10-Nov-2021	Completed
7 that Financial Planning Committee request an analysis of funding the Gabriola Housing Project via a special tax requisition.	David Marlor Heather Kauer	Target: 10-Nov-2021	Completed

Follow Up Action Report

Financial Planning Committee

20-Oct-2021

Activity	Responsibility	Dates	Status
<p>8 that Financial Planning Committee request staff to evaluate options to fund elements of the Salt Spring Island Coastal Douglas-fir ecosystem project within other Salt Spring Island projects, such as watershed strategic planning and housing action or Regional Planning Committee projects.</p>	<p>David Marlor Stefan Cermak</p>	<p>Target: 10-Nov-2021</p>	<p>Completed</p>
<p>9 that Financial Planning Committee adopt the proposed meeting dates for the 2022 calendar year as presented.</p>	<p>Robert Barlow</p>	<p>Target: 10-Nov-2021</p>	<p>In Progress</p>
<p>10 that Financial Planning Committee direct staff to schedule all the 2022 FPC meeting dates as electronic meetings, and list the Victoria Office Board Room as the public meeting location, except for Wednesday, November 30, 2022.</p>	<p>Robert Barlow</p>	<p>Target: 10-Nov-2021</p>	<p>In Progress</p>



REQUEST FOR DECISION

To: Financial Planning Committee **For the Meeting of:** November 10, 2017
From: Director, Administrative Services **Date Prepared:** November 4, 2021
SUBJECT: Financial Planning Committee 2022 Meeting Re-Schedule

RECOMMENDATION:

That Financial Planning Committee reschedule their May 25, 2022 meeting to Wednesday, June 1, 2022.

1 PURPOSE:

To avoid a conflict with the Executive Committee meeting that has also been scheduled for May 25, 2022.

2 BACKGROUND:

At their October 27 meeting, the Executive Committee adopted their 2022 meeting schedule that includes a meeting on May 25, 2022. This date conflicts with the FPC meeting scheduled for the same date which is problematic as all EC members are FPC members. Staff have determined that rescheduling the FPC meeting is logistically simpler than rescheduling the EC meeting. There are no impacts to the FPC work program or report deadlines as a result of this meeting date change.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Allows for appropriate coordination of financial activities with Executive Committee and Trust Council.

FINANCIAL: None.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Administrative staff will be informed of the meeting date changes, and will update calendar meeting invites accordingly.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICIES:

5 **ATTACHMENT(S):** None.

RESPONSE OPTIONS

Recommendation:

That Financial Planning Committee reschedule the May 25, 2022 meeting to June 1, 2022.

Alternatives:

1. That Financial Planning Committee reschedule their May 25 meeting to a different date.
 2. That Financial Planning Committee not reschedule their May 25 meeting.
-

Prepared By: Robert Barlow, Legislative Services Clerk
Reviewed By/Date: Director, Administrative Services/ November 4, 2021

To: Financial Planning Committee **For the Meeting of:** November 10, 2021
From: Director, Administrative Services **Date Prepared:** November 3, 2021
SUBJECT: Budget Changes Since FPC's Last Review

PURPOSE:

To inform the Financial Planning Committee (FPC) of changes made to the draft 2022/23 budget since it was last reviewed by the Committee.

BACKGROUND:

At its October 2021 meeting, FPC made the following resolutions associated with the draft 2022/23 budget:

FPC-2021-032

that Financial Planning Committee recommend that ITC[B], FPC, TPC and RPC hold all but one meeting electronically annually and the budget be amended accordingly.

- FPC also passed a motion on its meeting format for the coming year which aligns with this recommendation. The budget has been updated to reflect this decision.
- TPC and RPC passed motions at their November meetings which aligns with this recommendation. The budget has been updated to reflect these decisions.
- The ITCB has not met to discuss this recommendation on their proposed meeting format for the coming year. ITCB staff indicate there is unlikely to be logistical problems with this recommendation to the Board, and as such staff have updated the budget to reflect the reduced meeting budget for the ITCB, and will await formal resolution from the body to solidify this figure.

FPC-2021-033

that Financial Planning Committee recommend that Executive Committee hold 2/3 of its meetings electronically and that the budget be amended accordingly.

- EC passed a motion at its October meeting which aligns with this recommendation and specifically assigns \$5,000 to their meeting budget for fiscal 2022/23. The budget has been updated to reflect this direction.

FPC-2021-034

that Financial Planning Committee recommend that two Trust Council meetings per year be held electronically and the budget be amended accordingly.

- TC will meet in December to determine its meeting dates and format for next calendar year. Staff have adjusted the TC meeting expense budget to reflect this recommendation from FPC, assuming TC's decision will align. An amount of \$54,000 has been included in the current budget draft for Trust Council meetings, a reduction of \$51,000 from the previous budget draft, to account for this change in meeting format.

FPC-2021-037

that Financial Planning Committee recommend the deferral of the bylaw enforcement and the Islands Trust Conservancy components of the development approval budget.

- Staff have removed funding for these phases of the project, resulting in reduced expenses of \$85,000. Staff have updated the business case associated with this work to reflect revised information, but have not removed the information or costing elements associated with the bylaw enforcement or Islands Trust Conservancy phases of this work, so that the information is available for the review of Trust Council at the December meeting.

FPC-2021-038

that Financial Planning Committee request staff to provide information indicating how the work on Freshwater Sustainability Strategy to date leads to the current funding requests relating to freshwater.

- This report is provided in this agenda for FPC's review to inform the budget discussion.

FPC-2021-039

that Financial Planning Committee defer the motion "that Financial Planning Committee recommend that the climate change indicator project be deferred" to the next scheduled FPC meeting.

- This motion is brought back to this agenda for FPC's discussion.

FPC-2021-040

that Financial Planning Committee request an analysis of funding the Gabriola Housing Project via a special tax requisition.

- This report is provided in this agenda for FPC's review to inform the budget discussion.

FPC-2021-042

that Financial Planning Committee request staff to evaluate options to fund elements of the Salt Spring Island Coastal Douglas-fir ecosystem project within other Salt Spring Island projects, such as watershed strategic planning and housing action or Regional Planning Committee projects.

- This report is provided in this agenda for FPC's review to inform the budget discussion.

In addition to these FPC-directed changes reflected in the current draft budget, the following activities and budget amendments have taken place:

Executive Committee:

At its October meet, EC made the following resolution:

That Executive Committee recommend to the Financial Planning Committee, for inclusion in the Fiscal Year 2022/23 Budget:

- *\$17,000 for Reconciliation Action Plan*
- *\$5,000 for History and Heritage Grants in Aid*
- *\$5,000 for Application Sponsorship*
- *\$50,000 for Communications*
- *\$5,000 for NAPTEP Regulation Exemption reduction tax shift analysis*
- *\$15,000 for Website design or functionality changes*
- *\$5,000 for Policy Statement Amendment Project*

Removed from this list is \$5,000 for the proposed Naptep Exemption Analysis, and Application sponsorship is reduced by \$10,000 from the previous budget draft. Both of these adjustments are reflected in the current draft budget.

Trust Programs Committee Projects:

Trust Programs Committee (TPC) met on October 29 and solidified their budget requests for fiscal 2022/23 projects, as follows:

- Climate Change Indicators \$25,000
- Stewardship education program \$17,500
- Secretariat Services \$15,000

Business cases for these projects have been included in the FPC agenda for review. These project dollars replace the former \$75,000 placeholder for TPC projects, which generates a budget reduction of \$17,500.

Islands Trust Conservancy Board (ITCB)

The ITCB has requested revisions to their funding request for a new 0.6FTE staff position. Staff have made these revisions to the briefing and business case in this agenda package associated with the ITCB budget request. No changes were requested in relation to dollars that impact the budget.

LTC Projects:

- A new project for a Hornby Island OCP amendment review has been submitted for \$15,000. This responds to their resolution to make this work the top priority of the LTC. A business case associated with this work is included in the agenda package for review. The LTC will review this business case at their December 10 meeting.
- The GAB housing project funding request has been increased from \$60,000 to \$77,500 to reflect revised project planning associated with this work.
- The GM OCP review project was included in the previous budget at \$41,000. This has been reduced to \$17,000 to reflect revised cost estimates associated with this project.

Total LTC project requests in the budget have increased by \$9,500 over the previous version, from \$247,500 to \$257,000 in the current draft of the budget.

Corrections and Other Changes:

- The previous draft budget included \$6,500 for an electronic document management project that was not pulled correctly into the budget totals. This error has been corrected in the current draft of the budget.
- An amount of \$1,000 has been added to the capital purchases budget to replace a broken projector.
- Staff have negotiated a more favourable insurance renewal rate over the former proposed renewal amount, resulting in a \$19,000 reduction in insurance costs in the current draft budget.
- The Victoria office leases costs have increased effective October 1, 2021. These new rates have been reflected in the current draft budget. These costs are mainly due to increased operating costs.

The BC Assessment preview reports on Non-Market Change (NMC) values have been made available:

Historically, NMC values are first updated in the draft budget in January/February when completed rolls are available from BC Assessment. However, given current year budget pressures, staff felt there would be value in updating these data sets earlier in the budget cycle to get a sense of the direction they are trending, to provide insights into what future budget iterations might contain. BC Assessment asserts that at least 75% of information is already updated in the preview reports currently available, as such these provide a fairly reliable measure of data trends for current budget draft purposes.

These reports help understand what portion of tax revenues are likely to be collected on new properties or changes in property uses impacting valuation, as opposed to true increases on the Trust Area property base.

Local Trust Area NMC is reflected in the current draft budget at 0.70%, which is a reduction from the 0.87% formerly included. This increases the amount of taxation expected from the property base.

BIM NMC is reflected in the current draft budget at 1.2%, which is an increase from the 1.1% formerly included. This reduces the amount of taxation expected from the property base.

The BC Assessment Net Converted Taxable Values have been updated with interim figures:

The most recently available information for net converted taxable values is March 19, 2021. Staff have reflected these values in the draft budget. These reports primarily inform the calculation of the Bowen Island Municipal levy, as their portion of property value within the Trust as a whole is a factor in this calculation. The former draft of the budget reflected NCAV of 18.30% held by BIM, which is now reflected at 18.33% based on the more recent information.

Bowen Island Municipal (BIM) Levy:

Changes to the budget have increased overall expenditures in the budget which impact general taxation as well as the BIM tax levy. Budget changes influencing this levy calculation are outlined as follows:

- The departmental allocation of expenses impacts the municipal pool allocation rate which informs the calculation of the BIM levy. Changes to the budget have resulted in a municipal pool allocation rate of 26.8% versus the previous budget draft rate of 28.0% which contributes to the reduction in the BIM levy.
- As previously discussed, NCAV has remained consistent for BIM (formerly 18.3%, now 18.33%) resulting in little impact to the levy.
- The BIM levy is calculated at \$361,236 in the current draft budget, which is \$25,956 lower than the previous draft budget. This figure represents an increase over the prior year levy of \$50,047 or 16.1%. Of this percentage, 1.2% is anticipated to be collected from NMC factors.

Draw from Surplus changes:

The previous version of the draft budget included no draws from general surplus or the LTC project specific reserve fund for LTC projects. The current draft of the budget reflects the same.

Summary of Changes

The current draft budget totals \$9,590,934 in expenses which is an overall budget decrease of approximately \$193,039 from the previous draft. This is mainly due to the removal of the LGDAP project phases for BE and ITC, the removal of funding for two in-person TC meetings, and the reduction in insurance costs. There have been no changes to revenue sources in the version of the budget.

The current draft budget has a general LTA tax increase of 9.7% plus an additional 0.70% from NMC factors, resulting in a decrease to total general taxation of \$166,661 over the previous budget draft.

The current draft budget has a BIM tax levy increase of 16.1%, of which 1.2% is expected to be collected on NMC factors. The resulting BIM levy is \$361,230 which is \$25,961 lower than the previous budget draft.

The projected balance in general revenue surplus fund at the end of fiscal 2022/23 based on current fiscal year forecasted figures, and the draft 2022/23 budget is approximately \$1.8M, approximately \$182,000 higher than the required minimum balance per Policy 6.5.1 Reserves and Surplus. This is primarily due to expected savings in the current fiscal year and as such, this figure is subject to change if actual financial performance differences from forecasted.

ATTACHMENT(S):

1. Budget Financials Detail

FOLLOW-UP:

Further changes to the draft 2022/23 budget may occur when the following takes place:

- Direction from Trust Council at their December meeting;
- Completion of the Q3 Actual Financial results and Q3 Forecasted Financial results;
- Receipt of public feedback on the draft budget;
- Other follow-up as directed by FPC.

Prepared By: Director, Administrative Services

Reviewed By/Date: Russ Hotsenpiller, Chief Administrative Officer/

ISLANDS TRUST
BUDGET DRAFT:
2022/23

	Amt to balance budget, excluding amort =					(0)		(0)		Budget-Budget Comparisons		Budget-Actual Comparisons	
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22		2022/23	Budget Change \$	Budget Change %	Draft budget vs 2020/21 Actuals	Draft Budget to 2020/21 Actuals % change	
	ACTUALS	ACTUALS	ACTUALS *elections*	ACTUALS	ACTUALS	BUDGET	Q2 Actuals	Draft BUDGET					
REVENUE													
Fees & Sales	136,863	139,199	166,154	102,051	168,378	120,000	60,974	311,440	191,440	160%	143,061.76	85%	
Provincial Grant - Unrestricted	177,880	180,000	180,000	180,000	180,000	180,000	180,000	180,000	-	0%	-	0%	
Provincial Grant - LG Development Applications						-		367,000	367,000	#DIV/0!	367,000	#DIV/0!	
Provincial Grant - Restricted (HWI)						156,000	93,400	-	(156,000)	-100%	-	#DIV/0!	
Provincial Grant - Restricted (ITC Conserv. Stimulus)						22,000	9,785	-	(22,000)	-100%	-	#DIV/0!	
Federal Grant - Restricted (ITC SAR)					187,001	205,000	132,842	213,500	8,500	4%	26,499	14%	
Contingent Grants - Projects	16,965	0	8,329	13,201	32,579	8,000		8,000	-	0%	(24,579)	-75%	
Property Tax Levy - LTA	6,249,834	6,312,332	6,312,331	6,696,752	6,783,141	6,783,140	7,079,772	7,079,771	736,010	10.4%	296,630	4%	
Property Tax Levy - LTA General Increase			126,247			237,617		686,738			686,738	#DIV/0!	
Property Tax Levy - LTA NMC Increase			63,123			59,013		49,272			49,272	#DIV/0!	
Special Tax Requisition - SSI LTA (SSIWPA)	110,500	98,500	98,500	98,500	75,500	75,500	75,500	75,500	-	0%	-	0%	
Property Tax Levy - Bowen	223,418	242,680	293,933	329,634	303,026	303,021	311,188	311,188	50,042	16%	8,162	3%	
Property Tax Levy - Bowen General Increase						4,894		46,370			46,370	#DIV/0!	
Property Tax Levy - NMC Increase						3,273		3,672			3,672	#DIV/0!	
Interest Income	63,629	71,295	104,385	102,281	22,054	60,000	4,690	30,000	(30,000)	-50%	7,946	36%	
Transfer from General Revenue Surplus Fund		0				373,660			(373,660)	-100%	-	#DIV/0!	
Transfer from LTC Specific Reserve Fund		0				204,000			(204,000)	-100%	-	#DIV/0!	
Transfer from SSIWPA Reserve Fund						80,000		40,900	(39,100)	-49%	40,900	#DIV/0!	
Total Revenue	6,989,304	7,060,801	7,361,694	7,684,271	7,752,786	8,875,119	7,949,208	9,403,351	528,232	6%	1,650,565	21%	
EXPENSES													
Amortization	67,668	92,719	79,978	175,329	188,759	218,000	89,772	188,000	(30,000)	-14%	(759)	0%	
Applications sponsored by EC	0	(5,312)	10,050	2,035	13,485	5,000	-	5,000	-	0%	(8,485)	-63%	
NAPTEP Applications sponsored by EC			-	-	0	-	-	1,000	1,000	#DIV/0!	1,000	#DIV/0!	
History and Heritage Funding Grants-in-Aid	0	0	1,500	4,500	-	5,000	-	5,000	-	0%	5,000	#DIV/0!	
Audit	16,825	20,000	23,725	13,725	18,000	20,000	(740)	20,000	-	0%	2,000	11%	
Bank Charges & Interest	3,507	2,553	3,176	4,181	2,402	4,000	1,944	4,000	-	0%	1,598	67%	
Board of Variance	138	0	747	1,974	242	1,100	123	1,200	100	9%	958	396%	
Carbon Offset Purchases	549	(2,678)	300	(922)	(322)	-	-	-	-	#DIV/0!	322	-100%	
Committee Meeting Expense - FPC			5,965	2,269	-	-	14	1,000	1,000	#DIV/0!	1,000	#DIV/0!	
Committee Meeting Expense - RPC			3,049	1,526	-	-	-	1,000	1,000	#DIV/0!	1,000	#DIV/0!	
Committee Meeting Expense - TPC			4,973	2,200	50	1,000	-	1,000	-	0%	950	1900%	
Cultural Working Group			-	75	-	-	-	-	-	#DIV/0!	-	#DIV/0!	
Communications and ITC Fundraising	23,447	31,292	40,666	16,243	23,701	49,000	11,973	69,780	20,780	42%	46,079	194%	
FN Protocol Funds			-	1,831	955	-	-	-	-	#DIV/0!	(955)	-100%	
SW Support and Licensing	41,874	53,025	59,371	64,521	74,827	103,900	51,253	86,000	(17,900)	-17%	11,173	15%	
Internet	44,183	40,149	48,022	43,895	48,408	48,000	23,957	47,800	(200)	0%	(608)	-1%	
Technical Support	85,429	92,514	74,180	89,251	90,323	88,000	32,623	99,700	11,700	13%	9,377	10%	
Contingency	0	2,466	48	2,737	1,539	5,000	-	13,000	8,000	160%	11,461	745%	
Contract Services	134,385	294,396	96,265	66,801	74,407	45,000	31,252	48,000	3,000	7%	(26,407)	-35%	
Elections - General	0	0	125,868	-	-	-	-	141,000	141,000	#DIV/0!	141,000	#DIV/0!	
Elections - By-elections	0	0	14,997	61	-	-	-	-	-	#DIV/0!	-	#DIV/0!	
Insurance	107,162	106,422	106,588	119,259	174,616	185,000	92,813	192,000	7,000	4%	17,384	10%	
ITC - Board Honoraria	4,650	7,600	6,850	7,000	5,250	6,600	2,800	6,600	-	0%	1,350	26%	
ITC - Board Meeting Expense	8,618	14,100	11,451	8,982	101	6,925	258	1,500	(5,425)	-78%	1,399	1379%	
ITC - Board Training & Conferences	2,298	1,398	94	3,010	-	2,000	-	2,000	-	0%	2,000	#DIV/0!	
ITC - Property Management	59,933	74,589	55,835	61,067	156,830	124,810	65,626	137,780	12,970	10%	(19,050)	-12%	
ITC - Conservation Planning & Land Securement	20,990	14,577	13,366	12,177	26,631	30,000	18,719	29,500	(500)	-2%	2,869	201%	

ISLANDS TRUST
BUDGET DRAFT:
2022/23

Amt to balance budget, excluding amort =

	-					(0)		(0)					
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22		2022/23	Budget-Budget Comparisons		Budget-Actual Comparisons		
	ACTUALS	ACTUALS	ACTUALS *elections*	ACTUALS	ACTUALS	BUDGET	Q2 Actuals	Draft BUDGET	Budget Change \$	Budget Change %	Draft budget vs 2020/21 Actuals	Draft Budget to 2020/21 Actuals % change	
ITC - Ecosystem Mapping	0	18,981	22,000	1,449	0	20,000	-	20,000	-	0%	20,000	#DIV/0!	
Land Title Registrations	4,067	3,546	3,476	3,600	4,424	4,500	2,389	-	(4,500)	-100%	(4,424)	-100%	
Legal - general	60,345	96,598	73,003	80,475	89,780	90,029	52,769	90,029	(0)	0%	248	0%	
Legal - bylaw enforcement litigation	73,892	63,491	97,524	81,806	89,130	85,048	25,444	85,048	(0)	0%	(4,082)	-5%	
Legal - litigation defence	-109,009	27,100	64,387	89,639	118,913	90,050	32,424	90,050	(0)	0%	(28,863)	-24%	
LTC "Trustee Expenses"	9,502	8,857	6,928	4,745	1,000	5,000	577	5,000	-	0%	4,000	400%	
LTC "Executive Expense on LTC's"	22,155	23,832	18,274	14,458	164	12,000	322	12,000	-	0%	11,836	7210%	
LTC Meeting Expenses	40,212	37,948	37,579	39,150	29,257	36,000	15,383	36,000	-	0%	6,743	23%	
LTC Local Exp APC Meeting Expenses	7,296	5,190	5,745	8,096	3,278	5,400	3,079	5,400	-	0%	2,122	65%	
LTC Local Exp Communications	3,032	4,693	3,144	5,166	6,187	5,000	3,479	5,000	-	0%	(1,187)	-19%	
LTC Local Exp Special Projects	5,735	4,336	3,491	4,648	893	5,000	-	5,000	-	0%	4,107	4600%	
Meeting Expense	126,247	129,426	167,826	136,652	15,784	59,000	2,328	66,600	7,600	13%	50,816	322%	
Memberships	13,657	14,208	13,406	13,822	7,073	15,210	7,636	13,900	(1,310)	-9%	6,827	97%	
Notices - Statutory & Non-Statutory	31,714	24,789	19,755	18,085	14,464	21,000	7,067	21,000	-	0%	6,536	45%	
Office - Lease costs	363,604	380,928	387,820	406,751	403,250	388,700	195,277	406,500	17,800	5%	3,250	1%	
Office - outside services	39,367	39,715	53,754	58,256	53,014	58,900	23,002	61,200	2,300	4%	8,186	15%	
Postage, Courier & Delivery	12,976	10,573	10,403	13,164	9,302	10,100	4,349	10,100	-	0%	798	9%	
Recruitment	11,199	8,801	6,471	4,216	4,197	6,000	1,990	6,000	-	0%	1,803	43%	
Safety	4,175	6,096	327	1,548	5,233	5,000	967	5,000	-	0%	(233)	-4%	
Sal & Ben - Salaries - Exec/TAS/ITC/FIN/HR/IS	1,621,684	1,716,731	1,747,836	1,940,821	2,030,866	2,242,986	1,125,114	2,314,990	72,004	3%	284,124	14%	
Sal & Ben - Benefits - Exec/TAS/ITC/FIN/HR/IS	407,507	413,561	427,874	487,330	511,719	569,718	285,365	588,007	18,289	3%	76,289	15%	
Sal & Ben - Salaries - Planners & RPMs	1,115,822	1,137,665	1,192,741	1,306,864	1,276,738	1,417,357	719,386	1,456,311	38,954	3%	179,573	14%	
Sal & Ben - Benefits - Planners & RPMs	280,969	274,592	292,343	329,987	321,444	360,009	181,522	369,903	9,894	3%	48,459	15%	
Sal & Ben - Salaries - Planning Support	353,243	366,740	351,127	390,031	407,852	466,087	184,029	448,557	(17,529)	-4%	40,705	10%	
Sal & Ben - Benefits - Planning Support	89,289	88,450	86,195	97,666	102,615	118,386	48,717	113,934	(4,452)	-4%	11,318	11%	
Sal & Ben - Salaries - Bylaw	214,971	189,439	216,064	200,787	157,866	278,803	119,765	289,063	10,259	4%	131,197	83%	
Sal & Ben - Benefits - Bylaw	54,417	45,636	53,134	50,270	39,724	70,816	30,169	73,422	2,606	4%	33,698	85%	
Stationery & Supplies	50,779	52,256	52,546	47,775	30,094	34,200	10,923	33,000	(1,200)	-4%	2,906	10%	
Subscriptions	6,405	5,122	6,630	6,627	4,359	6,500	2,079	7,400	900	14%	3,041	70%	
Telephone	36,069	18,534	16,945	18,127	12,445	11,500	6,124	12,100	600	5%	(345)	-3%	
Mobile Devices	21,741	23,928	25,072	23,511	25,396	24,100	5,992	16,490	(7,610)	-32%	(8,906)	-35%	
Training - Organization-wide	8,837	2,297	3,524	2,886	1,344	3,000	1,149	5,000	2,000	67%	3,656	272%	
Training - staff recognition & meetings	13,472	19,566	16,837	17,529	5,053	4,000	282	16,000	12,000	300%	10,947	217%	
Training & Conferences	47,000	51,909	41,180	41,723	16,462	33,500	9,071	43,425	9,925	30%	26,963	164%	
Travel for Training	38,329	37,394	28,590	32,010	805	17,835	10	16,035	(1,800)	-10%	15,230	1891%	
Travel	82,370	108,337	74,427	84,624	18,524	59,072	24,488	57,129	(1,943)	-3%	38,605	208%	
Trustee Remuneration	373,293	383,213	387,062	415,456	524,971	522,180	260,539	533,099	10,920	2%	8,128	2%	
Trustee Remuneration - CPP Expense	16,107	16,049	15,937	16,345	17,563	18,898	9,483	19,400	502	3%	1,837	10%	
Trustee Remuneration - Health/Dental benefits	40,416	42,753	43,243	43,014	37,170	37,598	18,799	40,884	3,286	9%	3,714	10%	
Trustee Remuneration - MSP Benefits	31,846	29,627	18,122	13,200	-	-	-	-	-	#DIV/0!	-	#DIV/0!	
Trustee Remuneration - Pay in Lieu of benefits	4,000	4,000	3,500	1,333	1,000	1,000	500	1,000	-	0%	0	0%	
Trustee Remuneration - Employer Health Tax	-	-	2,268	9,715	10,344	10,202	5,146	10,415	213	2%	71	1%	
Trustee Remuneration - Executive on LTCs	69,565	72,045	73,558	75,281	-	-	-	-	-	#DIV/0!	-	#DIV/0!	
Operating Budget Subtotal	6,319,953	6,848,759	6,959,130	7,342,368	7,309,903	8,178,019	3,849,517	8,511,251	333,232	4%	1,201,348	16%	
PROJECTS													
<u>LTA Projects:</u>													
LTC Projects Funded by LTC Reserve Fund	58,002	58,406	57,713	33,023	27,384	204,000	-	257,000	53,000	26%	229,616	839%	
LTC Projects Funded by Approved Grants (590) - HWI	-	-	-	-	-	45,000	-	-	(45,000)	-100%	-	#DIV/0!	

ISLANDS TRUST
BUDGET DRAFT:
2022/23

Amt to balance budget, excluding amort =		-	-	-	-	-	(0)	(0)	Budget-Budget Comparisons		Budget-Actual Comparisons	
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22		2022/23	Budget Change \$	Budget Change %	Draft budget vs 2020/21 Actuals	Draft Budget to 2020/21 Actuals % change
	ACTUALS	ACTUALS	ACTUALS *elections*	ACTUALS	ACTUALS	BUDGET	Q2 Actuals	Draft BUDGET				
LTC Projects Funded by Contingent Grants (590)			0	2,757	(1,083)	8,000		8,000	-	0%	9,083	-838%
LTC Projects funded by Special Requisition Surplus Fund						80,000		40,900	(39,100)	-49%	40,900	#DIV/0!
LTA Work Funded by Special requisition (SWIPPA)	105,894	91,524	96,571	45,256	67,736	75,500		75,500	-	0%	#REF!	#REF!
Strategic Plan Projects												
Reconciliation Action Plan implementation								17,000				
Policy Statement amendment								5,000				
NAPTEP Regulation Exemption analysis								-				
Website Design/Functionality updates								15,000				
Develop Model Density Bonus Bylaws (Affordable Housing)								10,000				
FWSS - Freshwater FN Report Formatting								6,000				
FWSS - Freshwater Sustainability Reporting Program								20,000				
FWSS - Groundwater Sustainability Science Program								50,000				
Heritage Overlay Mapping & Model Bylaws (Phase 2)								74,000				
Climate Change Indicators								25,000				
Stewardship Education Program								17,500				
Secretariat Services								15,000				
Prior year Strategic Plan Projects	43,523	86,930	113,604	183,357	271,287	469,400	319,308	-	(229,900)	-49%		
Operational Projects												
LG Development Approvals Program: LPS								367,000	367,000			
LG Development Approvals Program: BE								-	-	#DIV/0!		
LG Development Approvals Program: ITC								-	-	#DIV/0!		
Electronic Documents Management								6,500	6,500	#DIV/0!		
Prior year projects								-	-	#DIV/0!		
Projects Total	207,419	236,859	267,888	264,394	365,324	881,900	319,308	1,009,400	127,500	14%	644,076	176%
Total Operating + Projects Expenditures	6,527,372	7,085,618	7,227,018	7,606,762	7,675,227	9,059,919	4,168,825	9,520,651	460,732	5%	1,845,425	24%
CAPITAL												
Computer H/W & S/W	39,809	34,964	98,021	61,750	21,878	29,200	49,106	51,800	22,600	77%	29,922	137%
Computer HW for new trustees					-	-		14,900	14,900	#DIV/0!	14,900	#DIV/0!
Office - Equipment & Furniture	14,561	7,730	1,835	3,844	10,763	4,000	2,592	4,000	-	0%	(6,763)	-63%
Office - Renovations	6,794	3,553	11,101					-	-	#DIV/0!	-	#DIV/0!
Total Capital Spending	61,164	46,247	110,957	65,856	32,641	33,200	51,698	70,700	37,500	113%	38,059	117%
Total Operating and Capital Budget	6,588,536	7,131,865	7,337,974	7,672,618	7,707,867	9,093,119	4,220,522	9,591,351	498,232	5%	1,883,484	24%
Net Surplus (Shortfall)	400,768	(71,064)	23,719	11,654	44,919.86	(218,000)		(188,000)				
Add non-cash Item - amortization						218,000		188,000				
Surplus (deficit)	400,768	(71,064)	23,719	11,654	44,920	(0)	-	(0)				
Adjustments for reporting:												
Capitalized Expenditures												
Transfer from (to) General Revenue Surplus Fund	(400,768)	71,064	(23,719)	(11,654)	(44,920)							
Transfer from (to) LTC Project Specific Reserve Fund												
Transfer from (to) SSIWPA reserve fund												
Net Balance	-	-	-	-	-	(0)	(0)	(0)				

Total Expenditur

To: Financial Planning Committee **For the Meeting of:** November 10, 2021
From: Narissa Chadwick **Date Prepared:** November 2, 2021
SUBJECT: Freshwater Sustainability Strategy

PURPOSE:

The purpose of this briefing note is to identify how the Freshwater Sustainability Strategy has informed the business cases for 2022/23 funding for the Groundwater Science Program, the Freshwater Sustainability Program and the Cultural Knowledge and Engagement Program.

BACKGROUND:

At the October 2021 meeting the Financial Planning Committee passed the following resolution:

“that Financial Planning Committee request staff to provide information indicating how the work on Freshwater Sustainability Strategy to date leads to the current funding requests relating to freshwater”.

Islands Trust policy states that islands should be self-sufficient in their supply of freshwater. In order to strengthen commitment to freshwater sustainability, the 2018-2022 Strategic Plan identifies freshwater stewardship as a top priority. The development of the Freshwater Sustainability Strategy (FWSS) (Trust Council Strategic Plan Item 2.4) was made a top priority of the Regional Planning Committee in February 2020 in order to harmonize the efforts of groundwater-focused projects, expand this work to other islands in the Trust Area, support the translation of the science into land use policy and regulation as well as identify ways enhance community stewardship and support for measures that will address freshwater vulnerabilities.

The actions identified in the draft strategy are organized under four Programs: Groundwater Science Program, Watershed Science Program, Freshwater Sustainability Reporting Program and Cultural Knowledge and Engagement Program. These are intended to take place over a 10 year period, with the initial work focussing on continuation of work already underway, communication and reconciliation.

The Regional Planning Committee received the draft Freshwater Sustainability Strategy on November 3, 2021, and following review of that documents, considered the following business case amendments.

The updated business cases related to freshwater previously presented to FPC are as follows:

- **\$50,000 for Groundwater Sustainability Science Program** to complete the Islands Trust Groundwater Recharge Mapping project by completing work in Howe Sound and select associated islands across the Trust, and to produce a final document with webinar.
- **\$41,000 for Freshwater Sustainability Reporting Program** to support the development, publication and sharing of the 2022 State of Freshwater Report

- **\$6,000 for the Cultural Knowledge and Engagement Program** to support formatting and publication of the Freshwater Sustainability Strategy Policy document that can be shared with the public and others (to be based on the Draft Freshwater Sustainability Strategy) .

Total: \$97,000

The Groundwater Sustainability Science Program (GWSS) was initiated in 2019/20 fiscal with data gathering and mapping for the Southern Gulf Islands. This project included Galiano, Mayne, North Pender, Saturna and South Pender. Through 2020/21 the work was peer reviewed and is being used to inform amendments to the Galiano Island and North Pender Island OCP and LUBs. In 2020/21 the Islands Trust Recharge Mapping project was endorsed by the Regional Planning Committee. This involved completing mapping on Hornby, Denman, and Gabriola. Islands Trust Recharge Mapping project is projected to be completed on Salt Spring, Thetis, Valdez, and Lasqueti by the end of the 2021/22 fiscal year.

The business case presented to the FPC on September 29, 2021, was designed as a placeholder awaiting update by the Senior Freshwater Specialist who was on annual leave, and review of the Freshwater Sustainability Strategy by the Regional Planning Committee. The updated business case focuses on completing the Islands Trust Groundwater Recharge Mapping project for Howe Sound and select associated islands across the Trust Area. The Senior Freshwater Specialist has identified that work for Salt Spring and Lasqueti Islands is part of 2021/22 work. A final report, bringing together all the technical work, will be completed and presented to Islands Trust communities via a webinar.

The Freshwater Sustainability Reporting Program (FSR) will help facilitate the understanding and sharing of the information generated through the GWSS. Fiscal 2022/23 will be an important year for this program. The publication of the first “State of Freshwater Report” will be the first major step in facilitating awareness of water resource challenges trust-wide. The development of the report will bring together all the work done through the GWSS creating freshwater profiles for each Local Trust Area similar to the conservation status profiles created by the Trust Conservancy ([see Salt Spring example](#)). It can also include climate projects and simplified ways of explaining the science. The report will require focused work to consolidate all information as well as communications expertise.

The business case supports a summer co-op student to help with translating some of the more technical information, to be provided in the GWSS report, into more accessible maps and diagrams. The business case also supports the hiring of a communications professional to help with report writing and formatting.

The “State of Freshwater Report” is intended to provide background for the development of strategic priorities for freshwater in the 2023-27 Islands Trust Strategic Plan. It will be updated every four years prior to the development of subsequent Strategic Plans. The Report is also intended to provide the background for a “State of Freshwater in the Islands Trust” forum to be held in the spring on 2023. This will provide the opportunity to educate trustees, staff and the public on issues related to freshwater in the Trust Area. A business case will be presented to support the forum next year for the 2023/24 budget year.

The Cultural Knowledge and Engagement Program will facilitate the sharing of information, research, and Indigenous Cultural Knowledge with communities, staff and trustees. The goals are to foster stewardship, develop support for land use decisions, and encourage water conservation and watershed protection. This will require Islands Trust to increase its capacity to communicate with residents, businesses, visitors, and non-resident property owners.

The initial business case presented to FPC in October 2021 supported the formatting and publication of the Freshwater Sustainability Policy which will be based on the Strategy and the development of a

Freshwater Outreach Plan. Considering that the 2022/23 budget is challenged the RPC has directed staff to defer the development of the Freshwater Outreach Plan to 2023/24. The current business case focussed on the formatting, publication and sharing of a Freshwater Sustainability Policy. This will help facilitate sharing the Islands Trust direction related to Freshwater Sustainability with the public and may be helpful in attracting external funding for implementing actions.

The draft Freshwater Sustainability Strategy will be presented to Trust Council for comment in December 2021. Following that, the Regional Planning Committee will consider amendments and submit a final document to Trust Council in March 2022.

ATTACHMENT(S):

1. Draft Freshwater Sustainability Plan
2. Freshwater Sustainability Strategy related business cases

Prepared By: Narissa Chadwick, Island Planner (Regional Team)

Reviewed By/Date: David Marlor, Director, Local Planning Services/November 5, 2021

**Islands Trust
Freshwater Sustainability Strategy**

November 2021

Draft V11



Islands Trust

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Prepared for Islands Trust
Prepared by Econics and Compass Resource Management
3 November 2021

Executive Summary

Islands Trust’s mandate is to preserve and protect the unique amenities and environment of the Islands Trust Area. Among these unique amenities is freshwater, which has always been vulnerable. As development pressures continue, population grows, and the impacts of a changing climate intensify, freshwater vulnerabilities for communities, economies, Indigenous heritage, and ecological systems increase.

Freshwater sustainability needs to be a key lens through which Islands Trust land use decisions are made. To effectively facilitate this, it is imperative that the Islands Trust continues to support research, advocate for water literacy, and provide open public access to knowledge about freshwater.

This Freshwater Sustainability Strategy provides a foundation to address supply challenges and support climate change adaptation. It identifies actions for the Islands Trust to take over the next decade (2022 to 2032) to protect water resources over the longer term. It describes the context in which this work takes place, overarching goals, objectives, and programs, specific actions, and outlines an implementation plan. Importantly, because Islands Trust cannot accomplish this mission on its own, the strategy also identifies how it will work with key partners in other government agencies, First Nations, community groups, and island residents.

Supported by the BC Healthy Watersheds Initiative and endorsed by the Islands Trust Regional Planning Committee and Trust Council, development of this strategy began in late 2020. Strategy development was informed by input from an *ad hoc* stakeholder Strategy Advisory Roundtable throughout the spring of 2021. This group consisted of 23 individuals representing community groups, government agencies, improvement districts, Indigenous Cultural Knowledge Holders, and members of the Trust Council and staff. A parallel process, led by Islands Trust, engaged Indigenous Cultural Knowledge Holders to share perspectives on the Indigenous ways of knowing and the cultural value of water.

Strategy Goals and Objectives

The strategy’s overarching **goals** are as follows:

- Protect ecosystems and the overall health of watersheds and groundwater in the Islands Trust Area
- Collaborate with First Nations and Indigenous organizations to create understanding of cultural and spiritual values of water and how they interrelate to ecosystems and community well-being in decision making
- Preserve or enhance quantity and quality of drinking water sources for current and future Trust Area residents
- Enable British Columbians to enjoy the islands’ water for recreation, aesthetic, and spiritual purposes

Supporting **objectives** are the means by which the goals will be met. Strategy objectives are as follows:

- Understand and respect Indigenous ways of knowing and community knowledge about water resources; weave together different ways of understanding to improve water management

- Improve information and knowledge about the quality and quantity of water resources
- Use the best available information to protect watersheds and water resources in land use planning and development decisions
- Increase public awareness of water efficiency, stewardship of watersheds, groundwater, and drinking water resources
- Improve coordination of effort among the various governments and agencies with authority over water resources
- Enable integrated decision-making that considers the cumulative effects of human activities and climate change impacts on the region's water resources

Freshwater Sustainability Programs

Freshwater sustainability **programs** are the mechanism that Islands Trust will use to organize and implement **actions** to realize the goals and objectives. The strategy is organized around four programs as listed below. The table on the following page summarizes the actions that fall under each program.

- Groundwater Sustainability Science Program (GWSS)
- Watershed Sustainability Science Program (WSS)
- Cultural Knowledge and Engagement Program (CKE)
- Freshwater Sustainability Reporting Program (FSR)

Successful implementation of program actions will require sustained partnerships and focussed advocacy to draw on the experience and resources of other agencies given the complex jurisdictional structure of water management in British Columbia.

Implementation

The implementation period for this strategy is 2022 to 2032. Progress towards the goals and objectives will be continuously reviewed on at least an annual basis through an adaptive management approach. The following actions should start or continue in 2022 as priorities:

- develop an organizational plan for strategy implementation that identifies responsibilities of Regional Planning Committee, Trust Programs Committee, Trust Council and key staff, and identify options for enlisting a Freshwater Sustainability Strategy Coordinator;
- continue implementation of groundwater science programs including data inventory, groundwater recharge potential mapping, and groundwater availability assessments;
- as new water availability and vulnerability information becomes available, integrate this into land use policies and regulations through minor and major updates to official community plans and land use bylaws;
- commence design and implementation of new land-use planning tools;
- continue to identify sites of cultural and spiritual significance to First Nations through the Cultural Heritage Mapping Project;
- develop and commence implementation of the freshwater stewardship outreach plan; and,
- publish the first 'state of freshwater report' by consolidating existing research and information.

Staff will present updated program plans, including budgets, to the Islands Trust Regional Planning Committee, Trust Programs Committee, and Trust Council on at least an annual basis. Project charters will be presented as required to each local trust committee or island municipal council that make particular projects a priority, and to Trust Council Committees for federation-wide projects.

Summary Freshwater Sustainability Strategy Actions Organized by Programs

Groundwater Sustainability Planning Program (GWSS)	
GWSS 1	Improve data management to inform decision making
GWSS 2	Develop a coordinated long-term water monitoring program
GWSS 3	Continue groundwater data and information inventory
GWSS 4	Continue groundwater recharge potential mapping
GWSS 5	Continue groundwater availability assessments
GWSS 6	Establish groundwater regions as a focus for land use planning for all Islands
GWSS 7	Integrate water availability and vulnerability information into land-use policies and regulations
GWSS 8	Implement appropriate planning and regulatory tools to protect vulnerable aquifers and sensitive aquatic ecosystems
GWSS 9	Improve the availability of water-related information to support development application reviews
GWSS 10	Customize water supply requirements for new development to local circumstances
Watershed Sustainability Science Program (WSS)	
WSS 1	Inventory and understand the status of watersheds and aquatic ecosystems
WSS 2	Continue to explore the potential for rainwater harvesting and other alternatives to supplement water supplies and promote this as conservation and resilience strategy
Cultural Knowledge and Engagement Program (CKE)	
CKE 1	Identify freshwater sites of cultural and spiritual significance to First Nations
CKE 2	Collaborate with First Nations and Indigenous organizations to increase community awareness of water-related cultural values, interests, and inherent rights
CKE 3	Develop and implement a freshwater stewardship outreach plan
CKE 4	Develop and implement water-focussed training for new Trustees and Trust staff
CKE 5	Use market research methods to understand and monitor change in attitudes and behaviours related to water
CKE 6	Support water purveyors' adoption of sustainable water management practices
Freshwater Sustainability Reporting Program (FSR)	
FSR 1	Publish 'state of freshwater' report for the Islands Trust

Collaboration and Advocacy with Other Agencies (CAOA)	
CAOA 1	Collaborate with First Nations and Indigenous organizations to develop understanding and integrate their participation, perspectives, and interests into water-related decision making by all agencies
CAOA 2	Work with the Provincial Government to employ appropriate regulatory instruments in areas with acute water challenges
CAOA 3	Work with partner regulatory agencies to harmonize approval processes and integrate Freshwater Sustainability Strategy goals and objectives into decisions
CAOA 4	Work with partner agencies to manage water use and quality impacts from existing users, particularly in areas experiencing supply constraints

1. Introduction

Islands Trust’s mandate is to preserve and protect the unique amenities and environment of the Islands Trust Area. Among these unique amenities is freshwater, which is replenished only by seasonal rainfall. Island forests act as freshwater filters. Watershed ecosystems and aquifers filter and store precipitation from the rainy winter months for human need in the driest of days of summer. To ensure preservation of this precious resource, island residents, since time immemorial, have collectively protected sensitive ecosystems, riparian areas, and wetlands.

In 2019, Islands Trust Council declared a climate emergency and acknowledged that this contributes to unprecedented stresses on vulnerable local freshwater resources across the Islands Trust Area. As development pressures continue, population grows, and the impacts of a changing climate intensify, vulnerabilities of for communities, economies, Indigenous heritage, and ecological systems grow. Freshwater sustainability needs to be a key lens through which Islands Trust land use decisions are made. To effectively facilitate this, it is imperative that the Islands Trust continues to facilitate research, advocate for water literacy, and provide open public access to knowledge about freshwater.

This Freshwater Sustainability Strategy provides a foundation to address supply challenges and support climate change adaptation. It identifies actions for the Islands Trust to take over the next decade (2022 to 2032) to protect water resources over the longer term. It describes the context in which this work takes place, overarching goals, objectives, and programs, specific actions, and outlines an implementation plan. Programs and actions set out here will be operationalized through annual workplans, budgets, and program-specific implementation plans.

Importantly, because Islands Trust cannot accomplish this mission on its own, the strategy identifies how it will work with key partners in other government agencies, First Nations, community groups, and island residents.

This strategy has four main parts, as follows.

- Section 2 provides context, including an overview of the process used to develop the strategy, some Indigenous perspectives on water management shared through that process, historical background, an overview of water resources, and the role of partners in freshwater stewardship;
- Section 3 discusses strategy goals and objectives;
- Section 4 identifies strategy programs and actions; and,
- Sections 5 discusses implementation including early priorities, strategy resourcing, administration, governance, scheduling, and monitoring.

2.0 Strategy Context

This strategy applies to all freshwater (marine waters are out of scope) across the entirety of the Islands Trust Area. This includes the waters and islands of the Salish Sea between Vancouver Island and the British Columbia mainland (see Figure 1). The Islands Trust Area covers 5,200 square kilometres and includes 13 major islands and 450 smaller islands. It is home to 26,000 residents, 10,000 non-resident property owners, and is within the traditional territory of 28,000 Coast Salish people.



Figure 1: Islands Trust Map [PLACEHOLDER]

2.1 Strategy Development Process

Supported by the BC Healthy Watersheds Initiative and endorsed by the Islands Trust Regional Planning Committee and Trust Council, development of this strategy began in 2020. Islands Trust was assisted by a consulting team from two firms, Econics and Compass Resource Management. Key inputs to the project included:

- a literature review of documentation related to water sustainability, policy, and governance in the Islands Trust Area;
- interviews with select internal and external stakeholders familiar with water management challenges;
- two virtual workshops with about a dozen Islands Trust staff members each,
- informal meetings with numerous Trust staff members; and,
- a special session with Trust Council’s Regional Planning Committee, attended by a majority of Trustees, in May 2021.

Strategy development was informed by input from an *ad hoc* stakeholder Strategy Advisory Roundtable throughout the spring of 2021. This group consisted of 23 individuals representing community groups, government agencies, improvement districts, Indigenous Cultural Knowledge Holders, and members of the Trust Council and staff. Roundtable members are listed in the acknowledgements section at the end of this document.

A parallel process, led by Islands Trust, engaged Indigenous Cultural Knowledge Holders to share perspectives on the cultural value of water.

2.2 Indigenous Perspectives on Freshwater Sustainability

It is critical to understand Indigenous perspectives and ways of knowing when planning for the Islands Trust Area. The land and waters of the region have been home to Indigenous Peoples since time immemorial. The Islands Trust Area is situated within the treaty and territorial lands and waters of many First Nations, who occupied and utilized the area of the Islands Trust for countless generations and have collective inherent rights to hunt, gather, and fish (see Text Box 1).

Text Box 1: First Nations and the Islands Trust Area

The Islands Trust Area is located within the treaty and territorial lands and waters of the BOKÉCEN, Quw’utsun Tribes, Xeláltxw, Xwémalhkwu/ᑭᑭᑭ qaymıx^w, K’ómoks, toq qaymıx^w, Ts’uubaa-asatx, Lək^wəjən (SXIMEŁEŁ, Songhees, T’Sou-ke), Lyackson, MÁLEXEŁ, Spune’luxutth, Qualicum, Scia’new, səlılw ətaʔł, SEMYOME, shíshálh, Snaw-naw-as, Snuneymuxw, Skwxwú7mesh, SᑭAUTW, Stz’uminus, ɬaʔəmen, scəwəθən məsteyəx^w, We Wai Kai, Wei Wai Kum, WJOŁEŁP, WŚIKEM, and x^wməθk^wəyəm.

To understand Indigenous perspectives, the Islands Trust asked five Indigenous Cultural Knowledge Holders (recognized in the acknowledgements section at the end of this document) to share teachings about the connection between water and the well-being of the environment, people, and community. Cultural Knowledge Holders generously contributed their time and knowledge to help non-Indigenous participants and the strategy authors better understand the role of water in Indigenous oral history, protocol, ceremony, and culture. They participated in the Strategy Advisory Roundtable, conducted several internal workshops with Trust staff, and hosted a special session with Roundtable members to share Indigenous ways of knowing and learning about water.

The Cultural Knowledge Holders shared that, for Coast Salish Peoples, water is integral to understanding oneself and one’s place. Teachings about it are passed down by Elders, who learned from their own Elders. They taught that water allows for spiritual healing, provides energy and balance to people and ecosystems, and, in the words of one participant, “allows us to live in a good and kind and gentle way”. The image in Figure 2 captures some of these teachings.

Freshwater is subject to Indigenous rights and title and Islands Trust recognizes this jurisdiction. Injustices and discrimination can and have occurred when First Nations people are prevented from exercising inherent rights to access these places for cultural purposes, in the Trust Area and beyond.

2.3 Islands Trust’s History with Freshwater Sustainability

The Freshwater Sustainability Strategy builds on decades of work to protect the water resources in the Islands Trust Area. The following timeline illustrates some of the events leading up to this strategy.

1973	Provincial Legislature Hansard report that gives rise to the Islands Trust specifies that “virtually without exception, shortage or potential shortage of potable water is of major concern to practically all islands...”
1974	Islands Trust created “to preserve and protect the Trust Area and its unique amenities and environment for the benefit of residents of the Trust Area and of the Province generally...”
1994	Consolidation of Islands Trust’s <i>Policy Statement</i> affirms a commitment to water management, including establishing a policy that islands in the Trust Area should be self-sufficient regarding their supply of freshwater
2004	Islands Trust partners with other agencies to create the <i>Gulf Islands Waterscapes</i> educational poster to help residents understand how groundwater works and potential impacts from human activities
2007	Regional District of Nanaimo develops its first <i>Drinking Water and Watershed Protection Action Plan</i> (capturing the Gabriola Island Local Trust Area)
2014	Islands Trust releases the <i>Gulf Islands Groundwater Protection Regulatory Tool Kit</i> , a discussion paper that identifies regulatory options available to protect groundwater quality and quantity, including a model bylaw
2013	Salt Spring Island Water Protection Alliance is created (see Text Box 3)
2016	British Columbia <i>Water Sustainability Act</i> comes into force
2017	<ul style="list-style-type: none"> Islands Trust’s Senior Freshwater Specialist staff position is created (becomes permanent in 2020) “Our Wells and Groundwater” workshops on every major island
2018	<ul style="list-style-type: none"> Independent market research survey of residents identifies water management as a significant concern, with nearly half (41%) of respondents indicating that they worry about their household running out of freshwater <i>2018-22 Trust Council Strategic Plan</i> includes the objective to “protect [the] quality and quantity of freshwater resources of the Trust Area”
2019	<ul style="list-style-type: none"> The Groundwater Sustainability Project is initiated by five southern local trust committees to improve understanding of groundwater recharge and availability Trust Council Climate Emergency Declaration Trust Council Reconciliation Declaration Islands Trust <i>Policy Statement</i> review process begins, strengthening commitment to freshwater protection
2020	<ul style="list-style-type: none"> Cowichan Valley Regional District develops its first <i>Drinking Water and Watershed Protection Strategy</i> (capturing the Thetis Local Trust Area in its scope) Islands Trust receives Healthy Watersheds Initiatives funding The Islands Trust Area Groundwater Recharge Mapping project is funded

Figure 3: Timeline of Gulf Islands Water Management Activities

Text Box 3: Salt Spring Island Watershed Protection Alliance

The Salt Spring Island Watershed Protection Alliance (SSIWPA) was formed in June 2013 as a forum for coordinated freshwater management through integrated planning, policy development, and implementation. It was created by Islands Trust (under Council Bylaw 154), which provides (under the Salt Spring Local Trust Committee) additional authority to coordinate regional activities among agencies. It receives funding under a special property tax requisition, which supports water-related operations that are not included within general operations of the Local Trust Committee. Other agencies contribute additional funding and resources for SSIWPA projects.

Initial membership included six agencies - BC Ministry of Environment, Capital Regional District's (CRD) Integrated Watersheds Program, Islands Trust, Island Health, North Salt Spring Waterworks District, and the CRD's Fernwood-Highland Water Commission. It has since grown to include over 15 provincial, regional, or local agencies and community organizations, all of which share responsibility for water management on Salt Spring Island.

Since its formation, SSIWPA partners have contributed to the following:

- the St. Mary Lake Integrated Watershed Management Plan;
- coordinated technical review of water availability and climate change in lake systems;
- research and technical reviews on issues such as water availability, drought and climate change impacts, lake nutrient-loading models, and groundwater recharge modelling;
- groundwater, lake level, and stream flow monitoring programs;
- aquifer analysis, groundwater budgets, and recharge mapping;
- surveys of small water systems' consumption and production data;
- publishing the *Non-Potable Rainwater Harvesting Best Practices Guide* for residents; and,
- public education about water resources and conservation including water fairs, rainwater harvesting tours, event booths, open houses, webinars, and workshops.

SSIWPA remains a forum for dialogue between agencies. It has advanced public awareness about water issues on the islands and fosters innovative policy development, cross-agency information sharing, and better data management.

2.4 Freshwater Resources in the Islands Trust Area

Freshwater resources in the Islands Trust vary from island to island. Some islands have large lakes; others do not. Most streams are ephemeral, meaning they flow only parts of the year. Most islands are very dry much of the year. Almost no rain falls in the summer, and seasonal droughts are increasing in intensity and duration, consistent with climate change projections.

Groundwater in the Islands Trust Area is mainly recharged in the rainy season, through delicate freshwater networks in limited fractured rock basins or small sand and gravel deposits. Groundwater is essential for ecosystem health and overall hydrological function of watersheds. In many places, this scarce resource is vulnerable to threats such as contamination from pollution caused by human activities, overuse, and saltwater intrusion, especially during the summer when demand is high and recharge is low.

Saltwater intrusion involves movement of ocean water or saline groundwater into freshwater aquifers, which can lead to groundwater quality degradation. While this occurs naturally in certain vulnerable coastal areas, groundwater pumping has increased intrusion in some parts of the Islands Trust Area, such as East Point of Saturna Island. Sea level rise and storm surge amplified by climate change contributes to this problem, which is likely to worsen in the years to come.

Many island residents depend on groundwater for their drinking source. The majority of people rely on domestic wells, making groundwater mainly a privately managed public resource. There are over 11,000 registered wells across the Islands Trust Area, the great majority of which supply single family households. Since well registration by drillers to the provincial GWELLS database was not mandatory prior to 2016 (and is still only recommended for domestic wells) there are likely to be more than this number.

Risks from contamination to both private and community water supplies come from septic systems, agricultural activities, stormwater flows, accidental spills, and other sources of pollution.

There are over 250 community water systems. Some are small, with only a few connected houses, but there are larger systems operated by regional districts, regulated private utilities, and improvement districts (incorporated public bodies governed by a board of elected trustees). The largest community system - North Salt Spring Waterworks District - serves over 5,500 year-round residents from water sourced from St. Mary and Maxwell Lakes. Community water systems face supply challenges because they need to balance the demands of current users with the potential of new users to connect to these systems. Outdoor irrigation restrictions are common in the summer and are elevated to outright watering bans during drought years.

Ensuring there is sufficient freshwater on the islands to sustain natural ecosystem processes and for human use is key element of freshwater sustainability. Protection of surface water ecosystems and aquatic habitat values relies upon an understanding of the interactions and hydraulic connection between surface and groundwater. Identifying and monitoring environmental flow in streams, wetlands, and lakes assists with determining the vulnerability of freshwater networks to over-use for human needs.

Focussed and collaborative action is needed to ensure freshwater availability in the face of increasing demand and decreasing supply. With the intensifying vulnerability of freshwater supply islanders are increasingly concerned. Nearly half (41%) of respondents to a 2018 survey of Islands Trust residents indicated that they worry about their household running out of fresh water. This underscores the need for Islands Trust, along with other levels of government, water purveyors, First Nations, and residents to work together to protect it and build resilience.

2.5 Partners in Freshwater Stewardship

Islands Trust can only deliver the commitments set out in this strategy by working together with partners. Its jurisdiction is limited to the powers vested in it under the *Islands Trust Act* and the *Local Government Act*. The Trust must work cooperatively with others to undertake its work. Indeed, the Islands Trust's object specifies that it will achieve its mandate "in cooperation with municipalities, regional districts, improvement districts, other persons and organizations and the government of British Columbia." Moreover, Islands Trust is firmly committed to working collaboratively with First Nations on planning and decision making.

This situation is not unique to Islands Trust. Elsewhere in British Columbia, responsibility for water management is shared among a sizable number of agencies, private companies, organizations, and individuals. Table 1, below, lists just some of the organizations involved in

water management in the Islands Trust Area. Table 2 provides a high-level overview of how responsibilities are divided. This jurisdictional arrangement offers the opportunity to share resources, information, tools, and expertise. By working together, effort is magnified, greater efficiency can be achieved for residents, and energy and expertise can be leveraged.

Islands Trust serves a unique and important role within this arrangement as the governance body that was established to preserve and protect the unique amenities and the environment in the Islands Trust Area. In this role, it can identify regional priorities, articulate and support local needs, coordinate across different orders of government, and manage joint work. It can also inspire other agencies to undertake research, fund and collaborate on projects which will improve scientific understanding, strengthen governance, and educate residents.

This strategy was developed collaboratively with representatives from many of these organizations through the Strategy Advisory Roundtable. Continuing to work with these and other partners, in many different capacities, is a foundational and integral element of how it will be successfully implemented.

Table 1: Islands Trust’s Partners in Water Management

First Nations

BOKÉĆEN (Pauquachin) First Nation	Snaw-naw-as (Nanoose) First Nation
Cowichan Tribes	Snuneymuxw (Nanaimo) First Nation
Halalt First Nation	SʔÁUTW_ (Tsawout) First Nation
Homalco First Nation	Stz’uminus (Chemainus) First Nation
K’ómoks (Comox) First Nation	SXIMEŁEŁ (Esquimalt) Nation
Klahoose First Nation	T’Sou-ke (Sooke) First Nation
Lake Cowichan First Nation	Tla’amin (Sliammon) First Nation
Lekwungen (Songhees) Nation	Tsleil-Waututh/Səlilwətaʔ/Selilwitulh (Burrard Inlet) First Nation
Lyackson First Nation	Tsawwassen First Nation
MÁLEXEŁ (Malahat) Nation	We Wai Kai (Cape Mudge) First Nation
Penelakut Tribe	Wei Wai Kum (Campbell River) First Nation
Qualicum First Nation	Nation
Scia’new (Beecher Bay) First Nation	WJOLÉLP (Tsartlip) First Nation
SEMYOME (Semiahmoo) First Nation	WŚIKEM (Tseycum) First Nation
shishálh (Sechelt) First Nation	xʷməθkʷəy̓əm Musqueam Indian Band
Skwxwú7mesh (Squamish) Nation	

Federal Government

- Fisheries and Oceans Canada
- Natural Resources Canada
- Geological Survey of Canada
- Water Survey of Canada

Provincial Government

- Ministry of Agriculture, Food and Fisheries
- Ministry of Environment and Climate Change Strategy
- Ministry of Forests, Lands, Natural Resource Operations and Rural Development
- Ministry of Health
- Ministry of Transportation and Infrastructure

Regional Districts

- Capital Regional District
- Comox Valley Regional District
- Cowichan Valley Regional District
- Metro Vancouver
- qathet Regional District
- Sunshine Coast Regional District
- Regional District of Nanaimo

Other Local and Regional Authorities

- Island Health
- Vancouver Coast Health
- Bowen Island Municipality

Non-Government Entities

- Improvement districts
- Other water purveyors
- Community and stewardship groups

Industry/Other

- | | |
|---|-----------------------------------|
| Hydrogeologist and hydrologist sector | |
| Water service sector (well drilling, pump installation and water treatment) | Planning sector |
| Agricultural sector | Development sector |
| Education sector | Irrigation and landscaping sector |

* note: This list is not intended to be comprehensive

Table 2: Freshwater Sustainability Jurisdictional Responsibilities

	Water Service Provision	Drinking Water Regulation	Land Use Planning and Regulation	Building Permit Approvals	Water Knowledge and Science	Water Allocation and Licensing	Pollutant Discharge	Parks and Recreation	Roads and Drainage	Agriculture	Fisheries and Wildlife
Islands Trust			X		X						X
First Nations Governments	X		X		X		X			X	X
Federal - Fisheries and Oceans Canada					X						X
Federal - Natural Resources Canada					X						
Federal - Geological Survey of Canada					X						
Federal - Water Survey of Canada					X						
BC Ministry of Environment and Climate Change Strategy		X			X	X	X	X			X
BC Ministry of Transportation and Infrastructure			X						X		
BC Ministry of FLNR		X			X	X	X				X
BC Ministry of Agriculture					X					X	
BC Ministry of Health		X			X						
BC Environmental Assessment Office	X		X		X						
Regional districts	X		X	X	X			X			
Island Health/Vancouver Coastal Health		X			X		X				
Bowen Island Municipality	X		X		X			X	X		
Improvement districts and other water purveyors	X				X						
Community and stewardship groups					X						
Private sector	X		X		X					X	X
Residents	X				X		X			X	X

FLNR: BC Ministry of Forests, Lands, Natural Resource Operations and Rural Development

3.0 Strategy Goals and Objectives

This section outlines the overarching goals and objectives for the strategy. These were developed collaboratively with the Strategy Advisory Roundtable.

3.1 Strategy Goals

The strategy's overarching **goals** - the results it aims to achieve - are as follows:

- Protect ecosystems and the overall health of watersheds and groundwater in the Islands Trust Area
- Collaborate with First Nations and Indigenous organizations to create understanding of cultural and spiritual values about water and how they interrelate to ecosystems and community well-being in decision making
- Preserve or enhance quantity and quality of drinking water sources for current and future Trust Area residents
- Enable British Columbians to enjoy the islands' water for recreation, aesthetic, and spiritual purposes

3.2 Strategy Objectives

Supporting **objectives** are the means by which the goals will be met. Strategy objectives are as follows:

- Understand and respect Indigenous ways of knowing and community knowledge about water resources; weave together different ways of understanding to improve water management
- Improve information and knowledge about the quality and quantity of water resources
- Use the best available information to protect watersheds and water resources in land use planning and development decisions
- Increase public awareness of water efficiency, stewardship of watersheds, groundwater, and drinking water resources
- Improve coordination of effort among the various governments and agencies with authority over water resources
- Enable integrated decision-making that considers the cumulative effects of human activities and climate change impacts on the region's water resources

4.0 Freshwater Sustainability Programs

Freshwater sustainability **programs** are the mechanisms that Islands Trust will use to organize and implement **actions** to realize the goals and objectives set out above (see Figure 4). Supporting existing projects and introducing new ones under well defined programs is consistent with Islands Trust regular business practices.

The strategy is organized around four programs as follows:

- Groundwater Sustainability Science Program (GWSS)
- Watershed Sustainability Science Program (WSS)
- Cultural Knowledge and Engagement Program (CKE)
- Freshwater Sustainability Reporting Program (FSR)



Figure 4: Freshwater Sustainability Strategy Flow Diagram

Each program will require dedicated financial and staff resources, endorsed through Islands Trust’s standard project charter process, to support related projects. Projects under each program may be overseen by Trust Council, Regional Planning Committee, or individual local trust committees/island municipal councils, but will be coordinated to support attainment of overall strategy goals.

In addition, while not a specific program, a number of actions are organized under the theme “collaboration and advocacy with other agencies” given the importance of working with delivery partners.

The rest of this section presents the strategy actions, organized under programs, as summarized in Table 3 below.

Table 3: Summary Freshwater Sustainability Strategy Actions Organized by Program

Groundwater Sustainability Science Program (GWSS)	
GWSS 1	Improve data management to inform decision making
GWSS 2	Develop a coordinated long-term water monitoring program
GWSS 3	Continue groundwater data and information inventory
GWSS 4	Continue groundwater recharge potential mapping
GWSS 5	Continue groundwater availability assessments
GWSS 6	Establish groundwater regions as a focus for land use planning for all Islands
GWSS 7	Integrate water availability and vulnerability information into land-use policies and regulations
GWSS 8	Implement appropriate planning and regulatory tools to protect vulnerable aquifers and sensitive aquatic ecosystems
GWSS 9	Improve the availability of water-related information to support development application reviews
GWSS 10	Customize water supply requirements for new development to local circumstances
Watershed Sustainability Science Program (WSS)	
WSS 1	Inventory and understand the status of watersheds and aquatic ecosystems
WSS 2	Continue to explore the potential for rainwater harvesting and other alternatives to supplement water supplies and promote this as conservation and resilience strategy
Cultural Knowledge and Engagement Program (CKE)	
CKE 1	Identify freshwater sites of cultural and spiritual significance to First Nations
CKE 2	Collaborate with First Nations and Indigenous organizations to increase community awareness of water-related cultural values, interests, and inherent rights
CKE 3	Develop and implement a freshwater stewardship outreach plan
CKE 4	Develop and implement water-focussed training for new Trustees and Trust staff
CKE 5	Use market research methods to understand and monitor change in attitudes and behaviours related to water
CKE 6	Support water purveyors' adoption of sustainable water management practices
Freshwater Sustainability Reporting Program (FSR)	
FSR 1	Publish 'state of freshwater' report for the Islands Trust
Collaboration and Advocacy with Other Agencies (COA)	
CAOA 1	Collaborate with First Nations and Indigenous organizations to develop understanding and integrate their participation, perspectives, and interests into water-related decision making by all agencies
CAOA 2	Work with the Provincial Government to employ appropriate regulatory instruments in areas with acute water challenges
CAOA 3	Work with partner regulatory agencies to harmonize approval processes and integrate Freshwater Sustainability Strategy goals and objectives into decisions
CAOA 4	Work with partner agencies to manage water use and quality impacts from existing users, particularly in areas experiencing supply constraints

4.1 Groundwater Sustainability Science Program (GWSS)

Most islanders rely on groundwater wells for their drinking supply. Access to reliable and current data about groundwater is essential to understanding its status and the risks to drinking water and ecosystems.

The Groundwater Sustainability Science Program (GWSS), undertakes primary research and mapping to improve information and knowledge about water quantity and quality and to better understand groundwater vulnerability. This will be supplemented, when possible, with knowledge shared by Cultural Knowledge Holders.

By estimating the balance between groundwater recharge and human and ecological demand, as well as the impacts of climate and other factors, availability assessments will provide better information to facilitate improved protection through Islands Trust's land use planning activities and development decisions. Planning tools include covenants, development permit areas, zoning, density bonusing, and subdivision servicing regulations. Decisions, authorizations, approvals, and planning by other responsible agencies will be better informed.

Research from this program will guide communications and engagement to help islanders better understand risks to groundwater and the things they can do to protect it.

Current Activities

- Islands Trust Volunteer Observation Well Network (pilot stage on Salt Spring Island)
- Islands Trust Aquifer Conceptualization Project (2017-21 in Northern Gulf Islands; 2018-21 in Southern Gulf Islands)
- Islands Trust Groundwater Recharge Mapping Project (2018-22, all islands)
- Islands Trust Groundwater Availability Assessment Project (2019-22 in Southern Gulf Islands)
- Islands Trust Saltwater Intrusion Risk Mapping Project (2019-22, all islands)
- Galliano Groundwater Sustainability Planning Implementation Project
- North Pender Groundwater Sustainability Planning Implementation Project

Actions

GWSS 1. Improve data management to inform decision-making

Robust plans and systems to attain, collect, maintain, and access necessary data and information are critical to success. Islands Trust will work with the Provincial Government and other agencies to improve systems for uploading, storing, analyzing, and accessing data. Wherever feasible, publicly accessible, open, provincial systems will be used. Islands Trust will develop data interpretation tools and dashboards to more easily present information to residents, planners, and Trustees.

GWSS 2. Develop a coordinated long-term water monitoring program

Water monitoring must be continuous and coordinated with other agencies that have existing programs and regulatory structures. Islands Trust will collate data pertaining to water quality, quantity, and aquatic ecosystems. This will require expanding the Trust's role in coordinating

these activities among water purveyors, regional districts, health authorities, First Nations, Provincial agencies, and community groups. In select cases, this will require direct involvement in on-the-ground monitoring. Islands Trust may also engage local stewardship groups and residents to participate in data collection.

GWSS 3. Groundwater data and information inventory

This action, already well underway, entails gathering and inventorying existing groundwater datasets and identifying gaps. This is foundational to many other actions in the strategy that use scientific information to inform decision making and influence resident behaviour.

GWSS 4. Groundwater recharge potential mapping

Understanding the potential of rainwater recharge is necessary to determine how much groundwater is available for environmental and human needs. By developing and running models customized to local conditions, this action (already well underway) spatially identifies intrinsic recharge potential on an island-by-island basis.

GWSS 5. Groundwater availability assessments

Islands Trust will continue to estimate how much groundwater is available to support new uses or demands. This is determined through groundwater budget assessments that consider recharge potential, climate-related data, estimated human consumption, and hydrological modelling. Results will be presented in publicly available water budget dashboards.

GWSS 6. Establish groundwater regions as a focus for land use planning for all Islands

Based on characteristics such as drainage areas, bedrock geology, mapped aquifers, structural geology, and the distribution and characteristics of water wells, groundwater regions are natural water management units for water allocation and planning. Groundwater regions have already been defined for the Southern Gulf Islands. Additional ones on other populated islands will be delineated in the coming years. They should be established as a primary management unit for planning purposes. Links should be made between these regions and protected area networks.

GWSS 7. Integrate water availability and vulnerability information into land-use policies and regulations

As Official Community Plans and local land-use bylaws are updated across the Islands Trust Area, new information about water availability and vulnerability will be incorporated to reduce risks related to unsustainable resource use and deterioration of water quality. Depending on the local water circumstances, this may entail reconfiguring zoning, so density is situated in areas with sufficient water availability and lower risk.

GWSS 8. Implement appropriate planning and regulatory tools to protect vulnerable aquifers and sensitive aquatic ecosystems

Restrictive covenants, development permit areas, zoning, and subdivision servicing requirements all have potential to improve protection of vulnerable watersheds, aquifers, and

sensitive ecosystems. See Text Box 4 for examples of regulatory tools that could advance strategy objectives. Selection of appropriate instruments for a local trust area/island municipality are based on the following considerations:

- the nature and gravity of the water management challenges;
- Indigenous cultural heritage values;
- the availability of reliable data and information to support application of the tools;
- the past experiences of local trust committees/island municipal councils and Islands Trust staff with various regulatory instruments;
- capacity to implement, monitor, and enforce the selected approaches;
- the level of administrative effort required relative to potential benefits;
- political commitment; and,
- community values and expectations.

Text Box 4: Planning-related Regulatory Instruments that Could Advance Freshwater Sustainability Strategy Objectives

- Covenants enabled under S. 219 of the *Land Title Act* can be used in conjunction with rezoning applications to reduce the direct impacts of development on Indigenous culturally sensitive areas as well as vulnerable and valuable water features (e.g., riparian areas and those with high groundwater vulnerability or low recharge potential). Covenants can be used to secure commitments from property owners for things such as the use of stormwater management features like permeable pavers or green infrastructure, or for monitoring and reporting of private well levels. Interagency discussion is encouraged regarding covenant subjects, duration, and appropriate use.
- Development permit area (DPA) regulations can be established under S. 488 of the *Local Government Act* to enable an elevated level of protection for sensitive areas (e.g., vulnerable groundwater areas) or to promote water conservation. While covenants are used only in conjunction with rezoning applications, DPAs would additionally apply to applications for renovations, alterations, construction of accessory buildings, and to subdivisions, which are adjudicated by the Ministry of Transportation and Infrastructure.
- Zoning regulates what, where and how much of, activities may occur on specific parcels of land. Zoning can limit site coverage, including placing maximums on square footage covered by buildings and limiting impermeable surface. Zoning can limit density thereby limiting the demand on groundwater supply. Zoning can also be used to increase setbacks from watercourses.
- Density bonusing enables provision of additional density in exchange for a community amenity and could be used to encourage lot clustering focused on preserving important aspects of the watershed.
- Subdivision servicing regulations can establish standards for the subdivision of land that maximize infiltration of water and minimize impervious surfaces. They can also be used to evaluate the sustainability of new groundwater withdrawal from a specific aquifer. They can require each proposed lot to have a reliable source of potable water and specify potable water quality and quantity standards.
- Incorporating impervious surface limits into the servicing requirements contained in land-use bylaws could advance water quality objectives related to improving groundwater recharge for both rezoning and subdivision applications.

GWSS 9. Improve the availability of water-related information to support development application reviews

Some local trust areas/island municipalities use development application information bylaws to guide applicants and to determine what evidence is required to support applications. A review of existing bylaws will ensure sufficient information is provided by applicants about water availability and the likely impacts of proposed developments. These bylaws should be aligned with requirements for proof-of-water set out in land-use bylaws, and the information required for any other regulatory tools (e.g., development permit areas).

GWSS 10. Customize water supply requirements for new development to local circumstances

Incorporating proof-of-water requirements into land-use bylaws for subdivision and rezoning applications provides an opportunity to customize requirements to the unique characteristics of each local trust area/island municipality. It can also improve integration of water management considerations into subdivision applications administered by the Ministry of Transportation and Infrastructure. Some land-use bylaws in the Islands Trust Area already include proof-of-water provisions. However, these may not account for the latest information or climate change. Islands Trust will review all proof-of-water requirements currently in use, incorporate new requirements into land-use bylaws for areas that do not currently have them, and develop parallel requirements for rezoning applications.

4.2 Watershed Sustainability Science Program (WSS)

The Watershed Sustainability Science Program (WSS) will improve understanding of water resources and features on the surface of the land, as well as the attributes of aquatic ecosystems. This will involve conventional scientific approaches as well use of Indigenous ways of knowing. This work will aid in anticipating and mitigating future ecosystem disturbances caused by climate change and development.

Rainwater is a resource that can and should be used to supplement potable water supplies and conserve otherwise limited sources. This program will advance understanding of potential impact rainwater harvesting and other alternatives can have on addressing islanders' water needs.

Several actions already discussed above under the Groundwater Sustainability Science Program overlap significantly with the Watershed Sustainability Science Program, as follows:

- GWSS 1. Improve data management to inform decision making
- GWSS 2. Develop a coordinated long-term water monitoring program
- GWSS 7. Integrate water availability and vulnerability information into land-use policies and regulations
- GWSS 8. Implement appropriate planning tools to protect vulnerable aquifers and sensitive aquatic ecosystems
- GWSS 9. Improve the availability of water-related information to support development application reviews
- GWSS 10. Customize water supply requirements for new development to local circumstances

Much like the Groundwater Sustainability Science Program, information products (reports, maps, etc.) developed under this program will inform Islands Trust's land use planning decisions and the planning and decisions of other agencies. This information can also be used to develop outreach and communications tools to support residents and visitors to reduce their water use and become effective watershed stewards.

Current Activities

- Hornby Island Healthy Watersheds Project (2021/22)
- Salt Spring Island Watershed Protection Alliance (on-going)
- Healthy Watersheds Resiliency Mapping (2020-22, select islands)

Actions

WSS 1. Inventory and understand the status of and impacts on watersheds and aquatic ecosystems

Similar to the approach used for groundwater, Islands Trust will work with partners to gather, inventory, and analyze the available data for surface water quality and quantity, as well as aquatic ecosystem attributes. This can include identifying the impacts of land clearing and logging on watershed health and freshwater sustainability. This longer-term undertaking will build understanding of the status of these resources. It will reveal where there are gaps that should be addressed through additional data collection and analysis.

To manage scope of work, a risk-based approach will be used to implement this action by focussing effort on priority watersheds facing known issues such as supply constraints, water quality deterioration, or significant development pressure. Climate change impacts and projections will be prominent considerations when assessing risks. Coordination with other agencies that collect, analyze, and distribute information about watersheds is critical for this action. This includes the Province, regional districts, water service providers, First Nations, and private companies.

WSS 2. Continue to explore the potential for rainwater harvesting and other alternatives to supplement water supplies and promote this as conservation and resilience strategy

Rainwater harvesting is already a common activity throughout the region, and some local trust areas have requirements to install rainwater harvesting infrastructure for new construction.

High seasonal variation in precipitation in the Islands Trust Area - especially prolonged summer drought conditions - can necessitate large (and therefore costly) storage infrastructure if one wants to rely on rainwater. Nevertheless, this will be an increasingly important strategy for residents due to limitations of existing supplies and because of climate change. Rainwater harvesting builds individual and community resilience to emergencies.

Any expansion of rainwater harvesting policy and bylaw requirements in the Island Trust Area will be guided by detailed analysis to ensure any new regulations will be worthwhile. This analysis can be used to identify and address regulatory and practical barriers, support amendments to proof-of-water requirements, and design education and outreach materials.

4.3 Cultural Knowledge and Engagement Program (CKE)

Under the Cultural Knowledge and Engagement Program (CKE), Islands Trust will share information, research, and Indigenous ways of knowing with communities, staff, and trustees. The goals are to foster stewardship, develop support for land use decisions, and encourage water conservation and watershed protection. This will require Islands Trust to increase its capacity to communicate with residents, businesses, visitors, and non-resident property owners.

This program prioritizes understanding and sharing Indigenous ways of knowing. Knowledge about both surface and groundwater has been passed down from generation to generation. It is rich and valuable evidence that can inform Island Trust's actions supporting the sustainability of freshwater in conjunction with science-based information. Understanding Indigenous values and perspectives can inform protection of spiritually significant sites and support access to these places for Indigenous communities.

Current Activities

- Indigenous perspectives on freshwater film (2021)
- Naut'sa maut Tribal Council's Indigenous Youth values of water art contest (2021)
- Cultural Heritage Mapping Project (2021-2023)
- Update and distribution of water conservation brochure

Actions

CKE 1. Identify freshwater sites of cultural and spiritual significance to First Nations

This action will be implemented through Islands Trust's Cultural Heritage Mapping Project, already underway, which may encompass other (non-Indigenous) cultural heritage. Cultural knowledge holders, First Nations governments, and Indigenous organizations will be asked to continue to support Islands Trust's data and information collection work, recognizing that different First Nations will have different perspectives on how or whether to participate. Work under this action will be based on a foundation of learning, respect, and collaboration. It will be based on commitment to address First Nation's concerns and interests, and acknowledgement that consent from all parties will be required due to possible sensitivity about how cultural information is shared.

CKE 2. Collaborate with First Nations and Indigenous organizations to increase community awareness of water-related cultural values, interests, and inherent rights

Taking guidance from The United Nations Declaration on the Rights of Indigenous Peoples, Islands Trust will collaborate with First Nations and Indigenous organizations to develop broader public understanding of Indigenous perspectives and First Nations interests related to water. This action has already been initiated with the participation of Indigenous Cultural Knowledge Holders in the development of this Freshwater Sustainability Strategy, who openly and generously shared water-related perspectives, experiences, and stories. The Islands Trust Reconciliation Action Plan provides detailed guidance for continuing this discussion so that Indigenous perspectives and interests can influence and strengthen water stewardship.

CKE 3. Develop and implement a freshwater stewardship outreach plan

Developing a freshwater stewardship outreach plan will support successful implementation of this strategy by:

- increasing awareness of water management challenges in the Islands Trust Area;
- generating support for related policies, investments, and regulations;
- empowering residents and visitors to actively participate in sustainable water management (e.g., by conserving water, not engaging in activities that might contaminate water, or contributing to aquatic ecosystem stewardship efforts); and,
- employing community-based social marketing techniques to leverage the passion and expertise of residents and encourage peer-to-peer learning.

The outreach plan will consist of the following broad elements:

- communications materials and tactics aimed at improving awareness of water challenges, constraints, Indigenous cultural heritage values, conservation, and stewardship;
- materials tailored to new residents, visitors, and non-resident property owners; and,
- tailored outreach resources and opportunities on specialized water topics (e.g., rainwater harvesting, water quality protection, water storage, composting toilets) such as workshops, webinars, information booths, print material and online tools.

Implementing this action will require coordination with regional districts that already offer outreach programs to island residents through drinking water and watershed protection services, such as the one already in place in Regional District of Nanaimo.

CKE 4. Develop and implement water-focussed training for new Trustees and Trust staff

To assume the leadership role the Islands Trust aspires to, deeper awareness and understanding of water challenges and water resource management principles is required across the organization. An orientation session will be held at the outset of each Trust Council term for Trustees and staff, combined with shorter annual refreshers and updates on Freshwater Sustainability Strategy progress. This will help stimulate the change management required in an organization that has historically focussed on land-use management.

CKE 5. Use market research methods to understand and monitor change in attitudes and behaviours related to water

Following adoption of this strategy, a statistically reliable market research survey will be conducted to establish a baseline of how water is used and valued by Trust Area residents. The survey will ensure appropriate geographic representation for all islands and be structured to provide insight into differences in water-use behaviour and perceptions among individuals who use private wells versus those served by community water systems. Results will be used to inform messages for the freshwater stewardship outreach plan and help prioritize science- and planning-focussed actions elsewhere in the strategy.

CKE 6. Support water purveyors' adoption of sustainable water management practices

There are over 250 small water systems throughout the islands operated by a variety of water purveyors. These include systems operated by improvement districts, regional districts, private operators, and a municipal system on Bowen Island. Water purveyors have access to additional tools and levers to influence water use behaviour that Islands Trust does not have. This includes the ability to encourage conservation through water services pricing, to require or encourage restrictions on lawn and garden irrigation, or to provide direct incentives such as product rebates.

Small water purveyors can be challenged by increasingly stringent regulatory requirements and limited resources to renew critical infrastructure. Islands Trust will support them by convening a community of practice where they may not already be one established. Those that wish to take part will be able share information and support adoption of best practices. Examples of topics of common interest include source water protection, water use trends, water availability and licensing, pricing and financial management, and demand management programs.

4.4 Freshwater Sustainability Reporting Program (FSR)

Islands Trust's water protection efforts are currently challenged by a lack of regular monitoring and reporting mechanisms. The availability of accessible, island-specific information is essential for building community awareness, support, and engagement in stewardship.

The science and data-based actions set out in this strategy will increasingly shed light on the status of water resources in each local trust area/island municipality and the challenges for sustainable management. As this understanding progresses, the information will be translated into 'state of freshwater' reports.

Actions

FSR 1. Publish 'state of freshwater' report for the Islands Trust

Islands Trust will produce an informative and easy-to-understand 'state of freshwater sustainability' report by the end of every Trust Council term that includes sections on each local trust area/island municipality. This will inform Trust Council's strategic planning. It will assist with reviewing and updating programs and projects under this strategy. It will help with allocating budgets and with seeking external funding to support projects. Finally, it will facilitate public involvement and conservation.

This report will highlight information such as:

- descriptions of water resources on the islands (e.g., watersheds, aquifers),
- sources of potable and other domestic water used,
- known water-related risks and challenges (e.g., poor water quality, low wells),
- local water monitoring activities, and
- water balance information (e.g., precipitation, recharge, sustainable rates of use).

4.5 Collaboration and Advocacy with Other Agencies (CAOA)

While collaboration and advocacy with other agencies is necessary for the majority of the actions listed above, there is need for additional focus on this in some areas. As the actions below highlight, achieving the goals in this strategy will require sustained partnerships and focussed advocacy to draw on the experience and resources of other agencies. This is a response to the complex jurisdictional structure of water management in British Columbia as discussed in section 2.5, above.

Actions

CAOA 1. Collaborate with First Nations and Indigenous organizations to develop understanding and integrate their participation, perspectives, and interests into water-related decision making by all agencies

As discussed in section 2.2, the Islands Trust is located within the treaty and territorial lands and waters of 15 different First Nations. These Nations have diverse history, perspectives, and interests. Building an understanding of that diversity, of Indigenous values and perspectives that relate to water, and of Nations' and Indigenous peoples' interests in freshwater resources is a significant undertaking. Efforts will be guided by the Islands Trust Reconciliation Action Plan. The Freshwater Sustainability Strategy presents opportunities to recognize and elevate Indigenous perspectives and First Nations interests in water and integrate this into Islands Trust's planning and processes.

CAOA 2. Work with the Provincial Government to employ appropriate regulatory instruments in areas with acute water challenges

The Provincial Government has the ability to trigger several regulatory instruments under existing legislation that may be effective for addressing specific and acute water challenges in the Islands Trust Area, noting that newer groundwater licensing provisions of the *Water Sustainability Act* are currently being implemented.

The most promising instruments for the Islands Trust include Water Objectives (enabled under s.43 of the *Water Sustainability Act*), Area-based Management Plans (provided for in s.89 of the *Environmental Management Act*) or Water Sustainability Plans and/or area-based regulations under the *Water Sustainability Act* (provided for in Part 3 and Part 6 respectively). Potential applications for some of these tools are described in Text Box 5. Additional provincial regulatory tools may be considered in the future.

Through concerted engagement with the Ministry of Environment and Climate Change Strategy as well as the Ministry of Forests, Lands, Natural Resource Operations and Rural Development, Islands Trust will pursue a commitment from the Province to employ appropriate regulatory instruments to support strategy goals and objectives. This may include developing a Memorandum of Understanding to commit to a joint process of exploring options, participating in pilot projects, or working through Trust Council or the Technical Advisory Committee (discussed below in section 5.2) to garner public and political support.

Text Box 5: Potential Provincial Regulatory Tools for the Islands Trust Area

Area-based regulations under the *Water Sustainability Act* could be used to:

- reduce saltwater intrusion risks by requiring drilling authorizations or other regulatory restrictions for wells close to foreshore areas or areas with demonstrated vulnerability to saltwater intrusion,
- help manage groundwater use in areas with limited and vulnerable resources by requiring water licensing among all groundwater users, including domestic ones, or
- require increased monitoring and reporting of water use, including through metering.

Water Objectives could be used to establish water quality or quantity thresholds for a sensitive aquifer that must be taken into consideration by local, regional, and provincial agencies when making decisions governing land and resource use.

CAOA 3. Work with partner regulatory agencies to harmonize approval processes and integrate Freshwater Sustainability Strategy goals and objectives into decisions

Landowners and developers in the Islands Trust Area work with several regulatory agencies to undertake changes in land-use or pursue different development or renovation activities. The breakdown of roles and responsibilities can be unclear, confusing, and time-consuming to those seeking these services, especially when regulations conflict. This contributes to barriers to more affordable housing and creates a risk that water management considerations are divorced from land or other resource management decisions.

To mitigate these risks, Islands Trust will work with other regulatory agencies to review existing approval processes with the objectives of:

- identifying opportunities to harmonize approval processes,
- enhancing consideration of sustainable freshwater management in external review processes and decision making, and,
- removing regulatory barriers to the attainment of strategy goals and objectives.

CAOA 4. Work with partner agencies to manage water use and quality impacts from existing users, particularly in areas experiencing supply constraints

Many of the planning and regulatory actions identified above pertain specifically to new development (e.g., Actions GWSS 8, 9 and 10). This could imply that the goals of this strategy can be achieved only by managing the impact of new water users. However, some unregulated existing users can consume disproportionately large volumes or be the source of water quality problems. There is potential for this strategy to disproportionately impact new users and impede the realisation of community priorities such as affordable housing or other important community initiatives. Improvements in efficiency and stewardship practices among current water users is important to achieving equity and advancing community priorities.

Islands Trusts' legislative authorities are limited to land use planning activities, many of which tend to focus on new users. However, other agencies have a number of tools at their disposal to manage water use among existing users. Water service providers can impose watering restrictions in community systems in times of shortage or they can help deliver conservation education programs. The Provincial Government can employ tools under the *Water Sustainability Act* or *Environmental Management Act* to curtail use or stop pollution.

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Regional districts can create watershed protection services that can deliver water conservation outreach to residents in their areas, as has already been done in Regional District of Nanaimo and Cowichan Valley Regional District.

Islands Trust will work with other agencies to address water use among existing users through education or by using existing or new regulatory tools, where appropriate, to achieve the strategy goals. This may include working with landowners, businesses, and other agencies to implement education programs geared toward reducing per capita consumption as discussed above under Action CKE 3. In areas with acute challenges, this may also require utilizing appropriate regulatory tools as discussed above under Action CAO A 2.

5.0 Implementation

This section provides some implementation guidance for the programs and actions set out above. It is recognized that effort will also be driven by Trust Council direction and priorities as they evolve over the decade long horizon for this strategy.

Note that more detail is required in many areas before implementation can commence. Delivery will be organized under the four programs outlined above and comprehensive operational plans will be developed following Islands Trust standard program and project charter process.

5.1 Early Priorities

Actions have been prioritized according to the following considerations:

- potential to improve water management or protection of water resources,
- capacity of Islands Trust to execute the actions based on existing organizational structure and resources,
- anticipated funding requirements,
- time required for successful execution, and
- logical sequencing of activities where there are dependencies between them.

All the actions set out in this strategy are important, but progress on water science and outreach components is of the highest priority. On some islands there may be evidence to indicate that an aquifer or watershed is already under threat. In these situations, support for policy and land use planning processes must be expedited to protect drinking supplies.

Based on this, the following actions should start or continue in 2022 as priorities:

- develop an organizational plan for strategy implementation that identifies responsibilities of Regional Planning Committee, Trust Programs Committee, Trust Council and key staff, and identify options for enlisting a Freshwater Sustainability Strategy Coordinator;
- continue implementation of groundwater science programs including data inventory, groundwater recharge potential mapping, and groundwater availability assessments (Actions GWSS 4,5 and 6);
- as new water availability and vulnerability information becomes available, integrate this into land use policies and regulations through minor and major updates to official community plans and land use bylaws (Action GWSS 7);
- implement new land-use planning tools through local trust area/island municipality groundwater implementation projects and projects of the Regional Planning Committee for the Regional Planning Team (Action GWSS 8);
- continue to identify sites of cultural and spiritual significance to First Nations through the Cultural Heritage Mapping Project, already underway (Action CKE 1);
- develop and commence implementation of the freshwater stewardship outreach plan (Action CKE 3) – note that this was identified as particularly important by the Strategy Advisory Roundtable; and,
- publish the first ‘state of freshwater report’ for the Islands Trust by consolidating existing research and information - this will provide a baseline for identification of strategic priorities for the 2022 Trust Council Strategic Plan (Action FSR 1).

5.2 Organization and Governance

Successful strategy implementation will require engaging with existing organizational structures and systems and creating new ones.

Trust-Wide Commitment

Given that the sustainability of freshwater in all the Islands Trust Areas is central to ecosystem and community health, freshwater vulnerability must be considered in all Islands Trust policy and land use decisions at both the Trust-wide and local trust committee level.

Inter-departmental Freshwater Sustainability Strategy Implementation Team

An Inter-departmental Islands Trust Staff Freshwater Sustainability Strategy Implementation Team will be established to help plan and guide implementation of Islands Trust-led projects, and to establish an accountability structure. Membership of this team will be decided in early days of strategy execution.

Technical Advisory Committee

An inter-agency Technical Advisory Committee will also be established. This body will guide implementation by coordinating, planning, prioritizing, and evaluating actions. It will consist of representatives of agencies and organizations with direct influence over strategy outcomes, including technical and policy staff from provincial agencies, regional districts, water purveyors, and First Nations. Supporting the effective functioning of the Technical Advisory Committee is imperative to the success of this strategy.

Reporting

Staff will present updated program plans to the Regional Planning Committee, Trust Programs Committee, and Trust Council on at least an annual basis, including budgets. Project charters will be presented as required to local trust committees or island municipal councils that make particular projects a priority, and to Trust Council Committees for federation-wide projects (e.g., through Regional Planning Committee or Trust Programs Committee).

5.3 Strategy Resourcing

Successful implementation of all the actions in this strategy will require sustained financial and personnel resource commitments from the Islands Trust. Most importantly, in addition to the Senior Freshwater Specialist, a dedicated Freshwater Sustainability Strategy Coordinator is needed to facilitate implementation (this could be done on a contract or temporary assignment basis for the first year). A First Nations planning position working with the Senior Intergovernmental Policy Advisor to support deeper First Nations engagement on freshwater and other Islands Trust projects is critical. Without this support, implementation of strategy actions will be put at risk.

Local trust committees, island municipal councils, and Trust Council committees are encouraged to consider priority setting with a freshwater sustainability lens. In some cases, the work of existing staff may need to be re-allocated to enable the implementation of some

of the actions in this strategy (e.g., developing policies and regulations informed by the groundwater data).

Other anticipated resourcing needs include contracted services for specialized skills like scientific analysis or market research, capital costs associated with technological products and supports, and varied expenses associated with public outreach (e.g., graphic design, printing, online communications platforms, signage, etc.).

Some strategy actions may be eligible for grant funding opportunities through programs such as the BC Real Estate Foundation, Habitat Conservation Trust Foundation, Green Municipal Fund, and EcoAction. However, core program funding will need to be secured through tax requisitions to meet implementation timelines and develop a sustainable program. Table 4, below, provides an indication of anticipated funding needs for each action. Budgets for programs will be developed as part of detailed implementation planning. Table 4 also shows an anticipated, high level implementation schedule for strategy actions, current status, and delivery partners.

Table 4: Freshwater Sustainability Strategy Implementation Schedule, 10-Year Budget Estimates, and Delivery Partners

Code	Action (Abbreviated Description)	Status*	Delivery Partners	Budget** Estimate	Timeline		
					2021-2024	2025-2027	2028-2031
Groundwater Sustainability Science Program (GWSS)							
GWSS 1	Improve data management for decision making	N	ENV, FLNR, RD	\$\$			
GWSS 2	Coordinated long-term water monitoring program	N	Numerous	\$\$\$			
GWSS 3	Continue groundwater data and information inventory	C	ENV, FLNR, RD, WSP	\$\$\$			
GWSS 4	Continue groundwater recharge potential mapping	C	ENV, FLNR, RD	\$\$\$			
GWSS 5	Continue groundwater availability assessments	C	ENV, FLNR, RD	\$\$\$			
GWSS 6	Establish groundwater regions for land use planning	N	ENV, FLNR, FN	\$			
GWSS 7	Integrate water availability and vulnerability information	C	ENV, FLNR, FN	\$\$\$\$			
GWSS 8	Implement appropriate planning and regulatory tools	C	FN	\$\$			
GWSS 9	Support development application reviews	N	FN	\$			
GWSS 10	Customize water supply requirements	N	FN, TRAN	\$			
Watershed Sustainability Science Program (WSS)							
WSS 1	Inventory and understand watersheds and ecosystems	C	ENV, FLNR, RD, SG	\$\$\$\$			
WSS 2	Explore the potential of rainwater harvesting	C	ENV, HLTH, HA, RD	\$\$			
Cultural Knowledge and Engagement Program (CKE)							
CKE 1	Sites of cultural and spiritual significance to First Nations	C	FN, IO	\$			
CKE 2	First Nations cultural values, interests, and inherent rights	C	FN, IO	\$			
CKE 3	Freshwater stewardship outreach plan	N	RD, WSP, SG, FN	\$\$\$			
CKE 4	Water-focussed training for Trustees and staff	N		\$			
CKE 5	Market research on water-related behaviours and attitudes	N		\$\$			
CKE 6	Support water purveyors	N	WSP, HA, FLNR	\$\$			
Freshwater Sustainability Reporting Program (FWR)							
FSR 1	Publish 'state of freshwater' report for the Islands Trust	N		\$\$			
Collaboration and Advocacy with Other Agencies (CAOA)							
CAOA 1	Collaborate with First Nations and Indigenous Organizations	C	FN, IO	\$			
CAOA 2	Work with the Province to employ regulatory instruments	C	ENV, FLNR	\$			
CAOA 3	Harmonize approvals and integrate goals and objectives	C	ENV, FLNR, RD, FN	\$			
CAOA 4	Manage water use and quality impacts among existing users	N	ENV, FLNR, RD, WSP	\$			

ENV: BC Ministry of Environment and Climate Change Strategy; FLNR: BC Ministry of Forests, Lands, Natural Resource Operations, and Rural Development; FN: First Nations; HLTH: BC Ministry of Health; HA: Island Health/ Vancouver Coastal Health; IO: Indigenous Organizations; RD: Regional District; SG: Stewardship Groups; WSP: Water Service Providers; TRAN: BC Ministry of Transportation and Infrastructure

* Status: N = New; C = Continuing/Already Underway

** Includes staffing requirements. \$ = <\$10,000, \$\$ = \$10,000 - \$50,000, \$\$\$ = \$50,000 - \$100,000, \$\$\$\$ = >\$100,000

5.4 Progress Indicators

The following suite of indicators can be used to track general progress under each program. More specific, technical and/or outcome-focused performance indicators may be developed in the future for individual programs and projects. Examples include:

Groundwater Sustainability Science Program (GWSS) and Watershed Sustainability Science Program (WSS)

- number of groundwater regions and aquifers with monitoring wells;
- number of lake and streams included in active monitoring programs;
- number of watersheds and aquifers characterized;
- number of watersheds and aquifers with established water budgets or availability assessments;
- number of local trust areas/island municipalities with development application information bylaws that include water-related information requirements;
- number of local trust areas/island municipalities with revised policies and regulations addressing freshwater vulnerability;
- number of local trust areas/island municipalities with groundwater region maps in their OCPs; and
- number of water purveyors with monitoring programs and conservation strategies (including conservation-oriented pricing structures);

Cultural Knowledge and Engagement Program (CKE)

- amount of content provided to Islands Trust area residents, property owners, visitors, staff, and Trustees (e.g., videos, web content, workshops, information brochures);
- number of face-to-face and online events where cultural knowledge has been shared with staff, Trustees and the public;
- public awareness of watershed protection benefits, measured through market research;
- number of Islands Trust area residents, non-resident property owners, and visitors participating in water conservation and/or stewardship activities per year (measured based on both direct contact and access to online channels); and,
- completion of mapping of freshwater sites of cultural and spiritual significance.

Freshwater Sustainability Reporting Program (FWR)

- regular publication of ‘state of freshwater’ report.
- annual report presented to the Regional Planning Committee, Trust Programs Committee and Trust Council.

5.5 Updating the Plan

The implementation period for this strategy is 2022 to 2032. At the end of this period, a comprehensive review will be conducted to assess results and develop plans for the next operational period. Progress towards the goals and objectives will be continuously reviewed on at least a bi-annual basis through an adaptive management approach. This means adapting implementation based on empirical evidence as well as the perspectives of program managers and partners in other organizations. Changes in direction may be required because of monitoring results, new information about climate change, evolving perspectives among stakeholders and partners, or new priorities from Trust Council.

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Cultural Knowledge Holders*

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Jodann Teo
Hereditary Chief Bill Williams (Squamish)
Lisa Wilcox

* Jeannine Georgeson, Tsawaysia Guss, Harold Joe, and Jodann Teo were also members of the Strategy Advisory Roundtable. Lisa Wilcox is also Islands Trust staff.

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BRIEFING

To: Financial Planning Committee **For the Meeting of:** November 10, 2021
From: Heather Kauer,
Regional Planning Manager **Date Prepared:** October 29, 2021
SUBJECT: **Analysis of Special Property Tax Requisition for the proposed Gabriola Biocultural and Housing Diversity Program**

PURPOSE: The purpose of this briefing is to provide an analysis of a Special Property Tax Requisition process as it would apply to a Gabriola Biocultural and Housing Diversity Program as proposed by the Gabriola Housing Matters Working Group.

BACKGROUND:

At its regular business meeting on October 20, 2021, the Financial Planning Committee passed the following resolution:

FPC-2021-040

It was MOVED and SECONDED,

that Financial Planning Committee request an analysis of funding the Gabriola Housing Project via a special tax requisition.

In 2016, the Gabriola Local Trust Committee (LTC) initiated the Gabriola Housing Options and Impacts Review Project by adding it to its Top Priorities list. In June of 2018, the LTC completed Phase 1 and initiated Phase 2 of that project. There are currently two endorsed project charters associated with Phase 2 which are Attachments 1 and 2 of this report. Staff are currently doing the work associated with the project charter reflected in Attachment 2. The LTC has not yet endorsed a project charter that reflects the work associated with a Biocultural and Housing Diversity Program as outlined in this report.

In 2020, a group of volunteers calling themselves the Gabriola Housing Matters Working Group developed a proposal (Attachment 3) that was submitted as a recommendation to the Gabriola LTC through their Housing Advisory Planning Commission.

From the June, 2021 Gabriola Housing Matters report, the description of the project is:

Formation of a Joint Task Force on Increasing Gabriola's Biocultural and Housing Diversity that includes partnerships with the Regional District of Nanaimo, Snuneymuxw First Nation, and the Islands Trust Conservancy. Seats on the task force would include specific sectors reserved for ~2yr terms with 8-12 voting members (reps from all Partners and key community groups) and 2 - 3 non-voting members (paid program consultant, Island Planner, minute-taker) that support the overall program and provide advice to the LTC.

In response to this recommendation, the Gabriola LTC passed the following resolution on July 29, 2021:

That the Gabriola Island Local Trust Committee request Staff to prepare a DRAFT business case for Local Trust Committee consideration, for submission to the Islands Trust Financial Planning Committee by October 2021 for a new multi-year land use planning program based on the June

7, 2021 outline by the Housing Advisory Planning Commission, to replace the 'Housing Options and Impacts Review Project' with "Biocultural and Housing Diversity Program" specifically designed to increase the island's biodiversity, housing diversity and freshwater protection over the next 10 years with the following elements:

- a) A lead planning consultant supported by the establishment of a temporary roundtable to co-design the framework and objectives of the program with input and/or membership from the Housing Advisory Planning Commission members, Snuneymuxw First Nation, Regional District of Nanaimo and Islands Trust Conservancy;
- b) Eventual replacement of the Housing Advisory Planning Commission with a Joint Task Force with membership from key partners and agencies to advise the Local Trust Committee and lead planning consultant on prioritizing project work, securing grants and collaborating on intergovernmental initiatives and opportunities.

As of the writing of this report, a draft business case has not been presented to the LTC for review due to competing demands on staff time. It is estimated that a draft business case will be available at the LTCs November 25, 2021 LTC meeting.

Due to budget cycle deadlines, a dollar figure for this program was included in the budget assumption report for the October 20, 2021 Financial Planning Committee (FPC) meeting. At that meeting, the FPC passed a resolution requesting staff analyse the possibility of applying a Special Property Tax Requisition to the Gabriola Island project.

Islands Trust Policy 6.3.2, Special Property Tax Requisition, outlines a process by which an LTC can access funds for projects that constitute "...additional operations that are not included within the general operations of all LTCs." A copy of that policy is Attachment 4 of this report.

Attachment 5 of this report is Trust Council Policy 6.5.3, Procurement, and Attachment 6 of this report is a summary of the estimated resources needed to develop a special property tax requisition related to this project as well as the on-going resources needed to support a program of this sort.

Analysis contained in this report is limited due to the short turnaround time for a report to be available for the November 10th FPC agenda.

SPECIAL PROPERTY TAX REQUISITION

A project to form a Gabriola Joint Task Force program is estimated to include the following milestones:

- Delegation Bylaw
- Special Property Tax Requisition (SPTR)
- RFP / hiring / training Coordinator
- Formation of Joint Task Force
- Assignment of on-going staff support

A visual summary of this project and related milestones is included as Attachment 6 of this report. A more detailed work breakdown is contained in Table 2 below.

Section 3.1 of the SPTR policy states the following:

3.1 The Islands Trust Council will evaluate and include a LTC's local initiative or program in the preliminary Islands Trust's general budget if any of the following criteria apply:

- 3.1.1 the program is considered to be a base service of the LTC;
- 3.1.2 the program is a scheduled official community plan review or land use bylaw update; and
- 3.1.3 the program has Trust-wide implications and benefits.

The proposed program is not a base service of the LTC. OCP and LUB updates have not been clearly identified as deliverables for this project, nor is it clear that the deliverables of this project would have Trust-wide implications or benefits.

Section 3.2 of the SPTR states that:

If none of the above criteria apply or if Trust Council does not approve a LTC funding request, then the LTC can propose a special requisition for its local trust area as a means of funding the proposed program.

Section 3.3 of Trust Council Policy 6.3.2, Special Property Tax Requisition, states the following:

3.3 Despite section 3.1 and 3.2 of this policy, where a delegation bylaw adopted by Trust Council pursuant to S.10 of the Islands Trust Act specifies that all or part of a LTC's operations related to delegated powers are to be funded by a special tax requisition within a local trust area, related requests from a LTC that are included in the preliminary Islands Trust budget must be in accordance with the requirements of the **delegation bylaw**. [Emphasis added]

In order to clearly determine whether or not a delegation bylaw is required, staff recommend that a legal opinion be sought. However, Trust Council Policy 6.5.3, Procurement (Attachment 5), indicates the following regarding financial assistance to community organizations or other groups:

5. Financial Assistance to Community Organizations and Other Groups or Individuals

Financial assistance to community organizations or other groups or individuals is only permitted if made by the Islands Trust Council, its delegate, or the Executive Committee acting on its behalf, pursuant to Section 8(2)(h) of the Islands Trust Act which states that Trust Council may:

- (f) engage in activities to gain knowledge about the history and heritage of the trust area and to increase public awareness, understanding and appreciation of its unique amenities and environment,
- (g) conserve heritage property.”

Local Trust Committees may not provide financial assistance to community organizations or other groups or individuals unless Trust Council has, by bylaw, delegated its authority under Section 8(2)(h) of the Islands Trust Act.

Staff interpret this to mean that in order for the Gabriola Island Local Trust Committee to provide staff support and financial assistance to a Gabriola Island Joint Task Force, a bylaw would need to be adopted by Trust Council delegating its authority.

Section 10 of the *Island Trust Act* indicates that delegation of Trust Council's powers can only take place by bylaw adopted by at least 2/3 vote of Trust Council members.

Also to consider: the Islands Trust Act may be narrowly read to mean that Trust Council may only designate its authority to LTCs to “support and give financial assistance” to a community group, if the group being given assistance demonstrates that its objective is described in Sections (f) and (g) listed above. The objective of the proposed program and the activities to be undertaken could be interpreted to be wider in scope than the Act allows. Staff recommend obtaining a legal opinion regarding this matter.

Section 4, Public Consultation, of the SPTR states the following:

4.1 The LTC must solicit feedback from the public in the local trust area, minimally through a mechanism of advertising and otherwise advising the public of the purpose and cost of the proposed special requisition.

4.2 The feedback received, if any, must be considered by the Islands Trust Council prior to the final adoption of any bylaw that incorporates the special property tax requisition.

Section 5. Approval, states:

5.1 The proposed special property tax requisition must be formally requested by resolution of the LTC before being considered by the Islands Trust Council. *[this request has not been made by the LTC thus far]*

5.2 The proposed special requisition will be presented for approval to Trust Council in March of each year.

5.3 When presented to Trust Council, the special requisition proposal must be accompanied by a completed Special Property Tax Requisition Checklist in section 7 below.

Checklist 7 is as follows:

Description of Task	Deadline	Date Completed
Local Planning Services staff assigned to LTCs develop “additional operations” budget proposal on behalf of LTCs prior to December Trust Council meeting and submit them to FPC for review.	November FPC meeting	
Director of Local Planning Services presents “additional operations” budget proposals to Financial Planning Committee, with input from LTCs, indicating whether any of the proposed ‘additional operations’ are related to delegated powers and must be funded through a special property tax requisition.	December Trust Council meeting	
<p>Financial Planning Committee makes recommendations to Trust Council regarding budget proposals made by LTCs, identifying</p> <ul style="list-style-type: none"> • Any that must be funded through a special property tax requisition pursuant to a Trust Council delegation bylaw (e.g. Bylaw 154). • Any other LTC proposals that it recommends be funded through a special property tax requisition, rather than through inclusion in the general Islands Trust budget. <p>Director of Local Planning Services provides additional information to Trust Council about LTC proposals, as needed.</p>	December Trust Council meeting	
<p>If December Trust Council does not approve the LTC “additional operations” budget proposal for inclusion in the general Islands Trust budget, or if the LTC additional operations are related to delegated powers that must be funded through a special property tax requisition:</p> <ul style="list-style-type: none"> • LTC passes resolution to pursue special property tax requisition to fund the “additional operations” budget proposal: <ul style="list-style-type: none"> - copy of resolution attached 	January	

<ul style="list-style-type: none"> • LTC requests staff to conduct public consultation on the special tax requisition proposal: <ul style="list-style-type: none"> - copy of advertisement attached - if public meeting held, minutes of the discussion attached <ul style="list-style-type: none"> ○ written summary of public feedback attached 	Mid-February	
<ul style="list-style-type: none"> • Staff prepare Request for Decision (RFD) proposed by LTC for March Trust Council binder, requesting a bylaw to authorize a special property tax requisition. The RFD will include an assessment of organizational and other implications, a completed copy of this checklist along with any attached documentation. 	February FPC meeting	

PROGRAM ANALYSIS

Objectives & Measures of Success

The following table outlines the proposed program objectives defined by the Gabriola Housing Matters community group. The objectives listed are not measurable as presented, therefore, it is difficult to determine whether the expenditure of the resources being requested would result in benefits of equal or greater value.

Table 1. Gabriola Housing Matters identified Program Objectives

Objective	Measure of Success
<ul style="list-style-type: none"> • To ensure that growth on Gabriola is managed and gradual, balancing human and environmental needs to ensure long-term sustainability 	TBD
<ul style="list-style-type: none"> • To ensure the recovery and long-term sustainability of our endangered Coastal Douglas-fir ecosystem 	TBD
<ul style="list-style-type: none"> • To ensure the protection and sustainable management of freshwater resources, and, 	TBD
<ul style="list-style-type: none"> • To ensure a timely supply of affordable, appropriate housing that meets the needs of Gabriolans in a way that minimizes impacts on biodiversity and freshwater sustainability. 	TBD
To meaningfully engage with Snuneymuxw First Nation at every stage of program design, from strategic goal-setting and implementation, to monitoring and reporting, to the level that the Nation is willing to engage, and in a manner that honours the Nation’s priorities, and that the Trust leverages sufficient budget to create capacity for a sustained engagement.	TBD

Estimated Program Duration

On-going, renewed annually.

Work Breakdown

Partnerships of the type proposed would depend on the interest and capacity of other organizations to participate. Support of the program by Islands Trust staff would depend upon the capacity of the organization overall to devote short-term staff effort to developing and processing a delegation bylaw,

implementing a special property tax requisition, hiring a coordinator, and forming a task force as well as the long-term, on-going staff time that would be needed to support this program.

Table 2 below is a rough estimate of the tasks and staffing that would be associated with initiation of a program of the type being proposed. It should be noted that all of the staff listed below have an existing, full workload planned through the end of the current fiscal year. It should also be noted that assumptions about the formation and on-going staff support of a new joint task force have not been included in the analysis and reporting related to the restructuring of LPS planning staff via the LPS Renewal project. Staff recommend that if a program of this nature is considered that a more thorough short-term and long-term staffing analysis be conducted prior to initiation.

The estimated staffing resource figures are based on the one existing Islands Trust program currently funded by a Special Property Tax Requisition that also operates as an advisory group: the Salt Spring Island Watershed Protection Alliance (SSIWPA). As of 2021, the special property tax requisition associated with SSIWPA has funded a coordinator position with a base salary of approximately \$60,000 a year as well as costs associated with meetings. This has amounted to a cost of approximately \$800,000 over the course of the 8 years that SSIWPA has been in existence. In addition, Islands Trust has contributed approximately \$140,000 out of the general fund in the form of staff time in support of the program.

Contribution of staff time for on-going support of SSIWPA is roughly estimated to be an average of five to seven hours a week. The primary staff person leading this work currently is an Island Planner on the Regional Planning Team. It has been assumed that SSIWPA duties would shift to a different staff person, yet to be determined, once the duties of the Island Planner assigned to the Regional Planning Team are shifted entirely to work on that team starting in November, 2022.

Table 2. Work Breakdown

Sub-project	Tasks	Responsibility	Est. Staff Hours
Delegation bylaw	Drafting bylaw and associated RFDs; publishing in agenda packages	- CAO - Director of LPS - Legislative Services Manager - Leg Clerk	60
	Presenting to LTC, EC, and TC	- CAO - Director of LPS - Island Planner	40
	Legal Review	- CAO - Director of LPS - Legislative Services Manager - Legal Consultant	50
Special Property Tax Requisition Execution (SPTR)	Draft and present RFDs to LTC, EC, and TC	- CAO - Director of LPS - Island Planner - Leg Clerk - Administrative Office Assistant	60
	Include SPTR in budget assumptions and reports to FPC and TC	- Director of Administrative Services - Finance Officer	20

Sub-project	Tasks	Responsibility	Est. Staff Hours
	Reporting / Liaise with Ministries	- Director of Administrative Services - Finance Officer	20
	Public Engagement on Gabriola	- Director of Trust Area Services - Director of LPS - Island Planner - Regional Planning Manager - Leg Clerk - Administrative Office Assistant	120
Hire and Train Coordinator	Draft and process RFP	- RPM - Island Planner - Finance Officer - PSA staff	30
	Train and Orient Coordinator in Islands Trust governance and procedures	- Director of LPS - Director of TAS - Legislative Services Manager - HR Officer - RPM - Island Planner - Administrative Office Assistant	75
Form and support Task Force	Advertising for task force members	- Island Planner - Leg Clerk - Administrative Office Assistant	10
	Book venues and advertise meetings	- Island Planner - Administrative Office Assistant	20
	-Develop training and orientation materials; - Train and Orient	- Island Planner - PTA - Administrative Office Assistant	30
	Attend and support meetings	- Island Planner	On-going
On-going Islands Trust support of Coordinator and Task Force	Manage / supervise coordinator and contract	- RPM - Island Planner	On-going; 5 – 7 hours a week
	Annual budget renewal	- RPM - Island Planner - Director of Administrative Services - Finance Officer	40

Estimated Cost:

- \$7,000 in fiscal year 2021-22 from the LTC Projects line-item for public engagement on Gabriola Island related to a special property tax requisition and legal services review of delegation bylaw;
- \$77,500 annually paid by special tax requisition revenue to pay for coordinator position, First Nation capacity funding, task force venue rental, and meeting materials;
- \$17,000 annually paid "in-kind" from Islands Trust general fund for on-going Islands Trust staff support of program (unless otherwise indicated in the delegation bylaw).

Summary of Staff Recommendations:

1. Identify current, on-going staff work that can be eliminated or postponed to accommodate deeper analysis of the described program;
2. Following identification of staff work that can be postponed, initiate the request for a legal opinion regarding:
 - a. Whether the proposed program is within the authorities eligible for delegation described in Section 8(2) of the Islands Trust Act;
 - b. The requirement for and timing of a delegation bylaw in relation to a special property tax requisition process.

ATTACHMENT(S):

1. Endorsed Project Charter for Gabriola Housing Options and Impacts Project, Phase 2 (HOIRP);
2. Endorsed Project Charter for Density transfer sub-project of HOIRP;
3. Gabriola Island Biocultural and Housing Diversity Project Proposal, dated June 7, 2021;
4. Islands Trust Policy 6.3.2, Special Property Tax Requisition;
5. Islands Trust Policy 6.5.3, Procurement;
6. Estimated work breakdown structure to initiate Joint Task Force through Special Property Tax Requisition.

FOLLOW-UP:

Prepared By: Heather Kauer, Regional Planning Manager, Northern Region

Reviewed By/Date: David Marlor, Director, Local Planning Services/November 5, 2021

Housing Options and Impacts Review Project - Charter v 5.0

Gabriola Island Local Trust Committee

Date: October 2020

Purpose: To increase housing options on Gabriola Island through Official Community Plan (OCP) policies and Land Use Bylaw (LUB) regulations, in a manner which supports the Object of the Islands Trust, strengthens relations with Snuneymuxw First Nation and builds on the findings of the 2018 Northern Region Housing Needs Assessment

Background: This project builds on the Housing Options Review Project PHASE 1 completed in June 2018, which focused on secondary suites on lots 2 hectares or larger. The second phase of the project will consider a broader range of housing issues, and the potential for increased density on the island to accommodate increased housing options. Support for the Islands Trust’s “preserve and protect” mandate, including a focus on indigenous housing needs and protecting the island’s groundwater supply/water conservation, is an overarching consideration.

Objectives

- Develop an Engagement Strategy to prioritize consultation methodology and topics.
- Strengthen relations with Snuneymuxw First Nation and incorporate First Nation perspectives into policy/regulatory options.
- Explore opportunities to foster affordable, rental, special needs and seniors housing and associated services on Gabriola Island in collaboration with Snuneymuxw First Nation, the RDN, health and housing service providers and community groups.
- Develop a strategy to address all housing continuum gaps identified in the 2018 Northern Region Housing Needs Assessment Report.
- Ensure proposed policy/regulatory changes are consistent with the Object of the Islands Trust and Islands Trust Policy Statement; Coastal Douglas fir and associated ecosystems protection toolkit and with focus on water protection/conservation and ecological footprint analysis.

In Scope

First Nations Relations and Perspectives

- Establish opportunities to incorporate First Nations perspectives on indigenous housing needs and inter-governmental collaboration for effective decision making.

Affordable/Attainable/Seniors/Special Needs Housing:

- Review definitions of “affordable” and “attainable” housing.
- Review OCP policies respecting affordable, rental, seniors, special needs housing, social needs, social well-being and social development; develop a new ‘housing first’ policy.
- Review amenity zoning and housing agreements; density bank policies; opportunities for rental zoning.

Secondary Suites:

- Consider secondary suites on lots smaller than 2 hectares.

Multi-dwelling and Mixed Use:

- Consider OCP designations, density provisions, LUB regulations, and Development Permit guidelines for multi-dwelling housing and mixed use buildings.

Build Out Map:

- Review and update the Gabriola Island Build-Out Map.

Out of Scope

- Review of minimum lot sizes for subdivisions.
- Secondary suite provisions for lots 2 hectares or larger (*completed during Phase 1 Project*).
- Review of home occupation regulations.
- Review of marina/live-aboard regulations.
- Review of DP Areas 1 (Tunnel), 2 (Lock Bay Area), 3 (Riparian Areas), 5 (Gabriola Pass Area), 6 (Escarpment Areas), 9 (Light Industrial Use).

Workplan Overview

Deliverable/Milestone	Date
LTC endorses project charter and Terms of Reference for a Housing APC.	Spring 2019 (COMPLETED)
HAPC and Planning staff finalize engagement strategy and HAPC workplan for LTC endorsement.	Winter 2019-20 (COMPLETED)
Assist in the community consultation on the engagement on review topics and review and update the Gabriola Island Build Out Map.	2020 – Spring, 2021
Draft bylaw(s) developed; early referrals and consultation.	Spring, 2021
Legislative process for proposed bylaw(s); adoption.	2021-2022

Project Team	
Island Planner	Project Manager/Planner
Regional Planning Manager	Project Sponsor
Legislative Clerk	Legislative Process/Bylaw Review
Communications /Planner 2	Communications / Planning Support
Housing APC	Community/First Nations Reps
RPM Approval Date: 12/7/18; 22/11/18; 31/01/19; 11/07/19; 27/02/20; 09/10/20; Oct 22, 2020	LTC Endorsement: Resolution # GB-2018-115; GB-2019-013; GB-2019-74; GB- 2020-022; GB-2020-092

Budget:		
Gabriola Housing Options and Impacts Review Project		
Budget Sources:		
Fiscal	Item	Cost
2019-2020	Engagement Strategy development; HAPC facilitation/engagement activity	\$5,000 (Completed)
2020-2021	Public Engagement	\$5,000
2021-2022	<u>Drafting bylaws</u> , Legislative Process (community information meetings; public hearing; advertising);	Spring, 2021-2022 \$3,500
	Total	\$13,500

PROJECT CHARTER WORK PLAN OVERVIEW			
Meeting	Deliverable/Milestone	Target Date	Cost
	Engagement activities; Build-Out Map	March, 2021	\$5,000
April, 2021	Engagement activities report; recommendations for topic prioritization and bylaw amendments	April, 2021	
May, 2021	Draft bylaws intro staff report	May, 2021	
	Early referral to RDN	June, 2021	
July, 2021	1 st Reading of bylaws/ initiation of 60 day referral period/legal review/CIM	July, 2021	\$500
October, 2021	Staff report in re: referrals / legal review	October, 2021	\$2,000
November, 2021	2 nd Reading	November, 2021	
January, 2022	Public Hearing	January, 2022	\$1,000
February, 2022	3 rd Reading / Referral to EC	February, 2022	
	EC	March, 2022	
	Ministry Approval	June, 2022	
July, 2022	Approval	July, 2022	
TOTAL			\$8,500

Housing Options and Impacts Review - Gabriola Island Density Donation Outreach Project

DRAFT Charter v1

Gabriola Island Local Trust Committee

Date: June 17, 2021

Purpose: To identify and work with Gabriola Island land owners who wish to voluntarily donate un-used density from vacant land or parcels with subdivision potential and deposit the density potential into the Gabriola Island Density Bank, for future use in relocating density for affordable housing elsewhere on the island.

Background: The 2021 Gabriola Housing Matters Report and Housing Advisory Planning Commission recommend the Local Trust Committee initiate a streamlined outreach and donation program for Gabriola Island and Flat Top islands property owners to voluntarily reduce their density potential under the condition that the density potential would be deposited in the Density Bank for creating affordable housing elsewhere on Gabriola Island. Over 50 respondents to the 2021 housing survey expressed interest in this type of initiative.

Objectives

- Identify and connect with landowners with vacant land or parcels with subdivision potential;
- Solicit donations of density potential into the Gabriola Density Bank for affordable housing;
- Update density bank with total donations identified.

In Scope

- Community outreach and education in partnership with the ITC/GaLTT 'Nature Stewards' Program and NAPTEP;
- Review of legal tools available for LTC funded processing of donations;
- Update density bank with 707 Park expansion density;
- Update density bank with voluntary donations including from un-developed secondary suites and coordinate all legal options to formalize the donation and review associated costs to be borne by LTC.

Out of Scope

- Expanding the program to Mudge or DeCourcay Islands;

Workplan Overview

Deliverable/Milestone	Date
Mapping analysis of vacant parcels and parcels with subdivision potential. Coordinate mapping needs with Gabriola Lands and Trails Trust – Nature Stewards Program for cost and information sharing opportunities for public outreach summer 2021	June 2021
Design and develop outreach materials, presentation for land owner contact	Summer 2021
Research and compile all process options, legal requirements and costs for the LTC to fund the density donation process on behalf of land owners	Summer 2021
Host an online "density donor clinic" information sharing event and include Nature Stewards Program information	Fall 2021
Prepare necessary legal documents and/or bylaw amendments for LTC consideration	Fall/Winter 2021
Adoption of any covenants or amending bylaws being considered and registration of all necessary documents.	Spring 2022.

Project Team

Island Planner	Project Manager
GIS Technician	Mapping Support
HAPC	Advisory Team
Regional Planning Manager	Supervisor
RPM Approval: Heather Kauer Date: June 17, 2021	LTC Endorsement: Resolution #: 2021-061 Date: June 17, 2021

Budget

Budget Sources:		
Fiscal	Item	Cost
2021-22	Outreach materials, notices and online clinic presentation and Q+A event	\$1,000
	Mapping support	\$500
	Legal review – covenants and/or bylaws	\$2,500
2022-23	Legal fees for registration of covenants pending total # of participants	TBD
	Total	\$8,000

Gabriola Island Biocultural and Housing Diversity Project Proposal

*by: Dyan Dunsmoor-Farley & Tobi Elliott
on behalf of the Housing Advisory Planning Commission
June 7, 2021*

Background

The Gabriola LTC passed a resolution in April 2021 requesting further clarification on the Gabriola Housing Matters Working Group's (HMG) proposed recommendation for the establishment of a governing body that would “oversee the implementation of a suite of actions to manage growth, achieve biodiversity and freshwater conservation objectives, and ensure an adequate supply of affordable housing” for Gabriola Island. This paper offers a broad overview of how a new multi-year, inter-governmental program might work in order to meet the following objectives:

- To ensure that growth on Gabriola is managed and gradual, balancing human and environmental needs to ensure long-term sustainability
- To ensure the recovery and long-term sustainability of our endangered Coastal Douglas-fir ecosystem
- To ensure the protection and sustainable management of freshwater resources, and,
- To ensure a timely supply of affordable, appropriate housing that meets the needs of Gabriolans in a way that minimizes impacts on biodiversity and freshwater sustainability

In addition, mindful of the Islands Trusts' protocol agreement with First Nations, the high priority the Trust has placed on reconciliation, and that reciprocal relationships must be embedded in work within unceded Indigenous territories, the HAPC suggests the program outlined below should also have the following objective:

- To meaningfully engage with Snuneymuxw First Nation at every stage of program design, from strategic goal-setting and implementation, to monitoring and reporting, to the level that the Nation is willing to engage, and in a manner that honours the Nation's priorities, and that the Trust leverages sufficient budget to create capacity for a sustained engagement.

Gabriola Island Biocultural and Housing Diversity Program (BHDP) - An Overview

The Gabriola Island BHDP would be a unique program designed to bridge the historical divide between the community's housing needs and the urgent need to preserve and protect the sensitive ecology of Gabriola Island. The suggested program name builds upon the LTC's

objectives stated in the Housing Options and Impacts Review Project Charter. The term “biocultural diversity” is an emerging approach coming from the fields of anthropology and biology (typically describing the relationships between indigenous culture and biology) and addresses the intersection of cultures, communities and biologically-diverse spaces through a systems lens. A more detailed description of this term is provided on pg. 4 of this paper, but literature suggests this concept application to non-Indigenous communities and lands should be extended, and that it can be a powerful policy-making tool. “Housing diversity” means the types and forms of housing that suits the diverse needs of the island population, without being limited to strictly affordable housing.

Through this program, the LTC would receive advice, resourcing, capacity and/or guidance from Sustaining Partners such as: Snuneymuxw First Nation (SFN), Island Trust Conservancy (ITC), and the Regional District of Nanaimo (RDN) - Area B. As well, the program would be supported by a Joint Task Force on Increasing Gabriola's Biocultural and Housing Diversity. Seats on the task force would include specific sectors reserved for ~2yr terms. There could be 8-12 voting members (reps from all Partners and key community groups) and 2 - 3 non-voting members (paid program consultant, Island planner, minute taker) that support the overall program and provide advice to the LTC. The “joint” nature of the Task force is key, ensuring that the program can be focussed on the three fundamental issues that no single agency or government has been able to address holistically: housing options, biodiversity and freshwater protection, and meaningful engagement with First Nations.

Collaborative and Strategic Action between Four Partners

The RDN, SFN, LTC and ITC would work collaboratively to execute the program objectives over multiple terms, through several smaller short-term projects that also address each agencies' own strategic goals. Sustaining Partners would collaborate to set strategic goals for action, secure funding, supply staff/resourcing, guidance and some capacity components. For example, the program might access the ITC’s tools for quantifying biodiversity retention and loss, use its mapping, data and monitoring technology, and in return, the Project could make actionable their top priority projects in their regional conservation strategy to preserve biodiversity, turning a wish list into reality. Other agencies, such as Gabriola Community Economic Development (Chamber of Commerce) may also play a part, both in securing funding and providing input, research and assisting to implement the program’s goals.

The program would be mandated by the Gabriola LTC, financed through budget request to Trust Council, with support from grants through the RDN and the Province and other sources. The Trust could dedicate a percentage of staff time for this program - Island Planner, Communication Specialist, Regional Planning Manager, admin staff (minute taker, team assistant) - and an annual program budget for the consultant, task force meetings, SFN capacity funding, etc. The Consultant would be responsible for supporting the task force and executing

the workplan deliverables, in cooperation with the Island Planner. The ITC may wish to dedicate some staff time to ensure its Regional Conservation Strategy goals for Gabriola are incorporated or dovetailed into the program's workplan, and possibly participate in the task force. The RDN and SFN could either designate staff to participate on the Task Force or assist in leveraging access to grants to support the program's smaller projects. The LTC could provide capacity funding to SFN. The program would create significant benefits for each body by leveraging existing research, resources, opportunities for public engagement and collaborating on monitoring progress.

Project Design & Potential Initiatives

The HAPC strongly urges that the Gabriola LTC invite the Sustaining Partners to contribute their ideas at the design and development stage, to scope out the program objectives and opportunities as early in the process as possible, to inform the business case to be presented to Trust Council. This would also assure partners who wish to remain non-partisan that their mandates – particularly respecting the Indigenous perspectives and traditional knowledges about land – will be embedded into the project's values and core from the start.

The program could address a range of initiatives, including, for example:

- working with the RDN to research building codes for tiny or small moveable homes, and green and STEP code building regulations, and implementing recommendations from the RDN's alternative forms of rural development project from the Regional Growth Strategy,
- collaborating with the Islands Trust and Conservancy to set targets for voluntary initiatives to protect the environment on private lands, monitoring island biodiversity and freshwater protection,
- working with SFN on community priorities that could be addressed through a land-based learning initiative, and promote Snuneymuxw traditional knowledges and cultural heritage in specific areas.

These initiatives could be adopted by Trustees and resourced by either the regional planning team for the Islands Trust or the current planning team, or the projects could run concurrently and independently under the Joint Task Force's pre-determined mandate to address housing and biodiversity targets at the local, community and regional level. The program's primary directive would be strategic and collaborative action on all the inter-related and complex issues that require a high degree of collaboration, joint effort and strategic resourcing.

Biocultural Lens

The key learning the HAPC has taken away from the Gabriola Housing Working Group's (HWG) consultation with the community is that the protection of Gabriola Island forests and waters is as highly valued and prioritized as is the need to protect the diversity and wellbeing of

the communities that live here. Highly diverse biological realms are known as healthy spaces, and a diverse population is no less integral to a healthy community. These dual priorities speak directly to the findings of the community research undertaken by HWG, but also have been clear from the decades of unsatisfying tug of war attempting to balance the needs of the community and the ecosystems, a global struggle that is not at all unique to Gabriola. And so we believe this Joint Task Force must use a holistic scientific lens that honours both these priorities, as well as enabling meaningful engagement and collaboration with SFN, allowing us to promote values that are responsive to Snuneymuxw and Coast Salish nations' priorities.

Currently, biologists and social scientists who work at the intersection of biological and human sustainability are trending toward a scientific approach called “biocultural diversity”. This denotes the “inextricable link” between biological diversity and the indigenous and traditional peoples that inhabit them (Cocks, 2006). Coming from the field of biological anthropology, the concept has shifted “towards an emphasis on the tight interlinkages between human societies, particularly their cultural sphere, and the natural and biophysical environment in which they exist” (Hanspac et. al, 2020). Biocultural diversity marries the complex interconnected worlds of social, spiritual, ecology, resource-use, knowledges and cultural aspects of land use. “By acknowledging the inseparable link between nature and culture, the concept has a deeply ingrained systems perspective at its core, thus making it an inherently social–ecological systems view (Liu et al., 2007, as cited in Hanspach et al., 2020).

Cocks (2006) argues that “culturally-conscious programs for conservation of biodiversity” should be extended to rural, urban and non-indigenous communities to “ensure an increased understanding of the role of wild resources in the lives of all users, as well as to identify new approaches to link the continuation of multifaceted cultural practices relating to the use of wild resources with biodiversity conservation.” We believe the Program must be designed through this lens of biocultural diversity. And it could be a very powerful tool in the pursuit for sustainability, “precisely because of its ability to bridge diverse knowledge systems and policy” (Merçon et al., 2019; Sterling et al., 2017, as cited by Hanspach et. al. 2020).

These findings are supported by recent research on Gabriolans' attachment to place in the face of the encroachments of globalization (Dunsmoor-Farley, 2020). These attachments extend beyond an attraction to the physical space to encompass visceral attributes associated with a sense of “sanctuary”, a “bounded space” in which one is “in nature” and understanding the community as a “protective enclave”.

We are not only in a housing crisis, but we are also in a period of eco-crisis exacerbated by rapid climate change. We urge the LTC to take the lead in developing a scientific and culturally-responsive approach with a strong, non-partisan intergovernmental biocultural and housing diversity program, in order to address the challenges and opportunities of both.

References

- Cocks, M. 2006. Biocultural Diversity: Moving Beyond the Realm of ‘Indigenous’ and ‘Local’ People. *Hum Ecol* 34, 185–200. <https://doi-org.ezproxy.royalroads.ca/10.1007/s10745-006-9013-5>.
- Dunsmoor-Farley, D. 2020. *Globalization’s Ruptures and Responses: Lessons from Three BC Communities*. 136-138. <https://dspace.library.uvic.ca:8443/handle/1828/12104>
- Hanspach, J., Hader, L.J., Oteros-Rosas, E., et. al. 2020. Biocultural approaches to sustainability: a systematic review of the scientific literature. *People and Nature* 2. 643-658. <https://besjournals-onlinelibrary-wiley-com.ezproxy.royalroads.ca/share/46ZXUYDA39FSCMYD5WAG?target=10.1002/pan3.10120>



Policy:	6.3.2
Approved By:	Trust Council
Approval Date:	December 10, 2004
Amendment Date(s):	June 16, 2005; September 11, 2013
Policy Holder:	Director of Administrative Services

SPECIAL PROPERTY TAX REQUISITION

Purpose

To permit an individual local trust committee (LTC) to request a special property tax requisition for additional operations that are not included within the general operations of all LTCs. Special property tax requisitions are approved by the Islands Trust Council.

A. Definitions

n/a

B. Policy

1. General

- 1.1 The *Islands Trust Act* provides the Islands Trust Council with the necessary authority to implement a special property tax requisition in respect of a local trust area;
- 1.2 Section 10 of the *Islands Trust Act* enables the Islands Trust Council to delegate additional powers to a LTC and to require that related operations be funded by a special property tax requisition in respect of the relevant local trust area;
- 1.3 A proposed special requisition related to a local trust area must be incorporated into the annual Islands Trust budget bylaw and approved by the Islands Trust Council.

2. Budget Submission

- 2.1 “Additional operations” of a LTC are those activities and programs that are deemed by the Islands Trust Council to be:
 - 2.1.1 Programs or services not offered in all local trust areas;
 - 2.1.2 Enhanced service levels that reflect unique demands or additional powers that Trust Council has delegated to a LTC by bylaw; and
 - 2.1.3 Beyond the capacity of the base budget.
- 2.2 LTCs wishing to propose a specific “additional operation” must ascertain and develop a budget program request, to be presented for preliminary consideration by Trust Council in December of each year.

- 2.3 The proposed program or activity must be within the LTC's jurisdiction pursuant to the *Islands Trust Act* or be within powers delegated to it by Trust Council. Legal advice on that matter may be obtained in accordance with the Islands Trust Legal Advice Policy.

3. Evaluation Criteria

- 3.1 The Islands Trust Council will evaluate and include a LTC's local initiative or program in the preliminary Islands Trust's general budget if any of the following criteria apply:
- 3.1.1 the program is considered to be a base service of the LTC;
 - 3.1.2 the program is a scheduled official community plan review or land use bylaw update; and
 - 3.1.3 the program has Trust-wide implications and benefits.
- 3.2 If none of the above criteria apply or if Trust Council does not approve a LTC funding request, then the LTC can propose a special requisition for its local trust area as a means of funding the proposed program.
- 3.3 Despite section 3.1 and 3.2 of this policy, where a delegation bylaw adopted by Trust Council pursuant to S.10 of the *Islands Trust Act* specifies that all or part of a LTC's operations related to delegated powers are to be funded by a special tax requisition within a local trust area, related requests from a LTC that are included in the preliminary Islands Trust budget must be in accordance with the requirements of the delegation bylaw.
- 3.4 A special property tax requisition will not be considered by Trust Council for an amount totaling less than \$5,000 per LTC.
- 3.5 The process for development and approval of special property tax requisitions is subject to the provisions of Trust Council Policy 6.3.1 – *Budget Process Policy*.

4. Public Consultation

- 4.1 The LTC must solicit feedback from the public in the local trust area, minimally through a mechanism of advertising and otherwise advising the public of the purpose and cost of the proposed special requisition.
- 4.2 The feedback received, if any, must be considered by the Islands Trust Council prior to the final adoption of any bylaw that incorporates the special property tax requisition.

5. Approval

- 5.1 The proposed special property tax requisition must be formally requested by resolution of the LTC before being considered by the Islands Trust Council.
- 5.2 The proposed special requisition will be presented for approval to Trust Council in March of each year.

- 5.3 When presented to Trust Council, the special requisition proposal must be accompanied by a completed Special Property Tax Requisition Checklist in section 7 below.
- 5.4 The special requisition(s) will be included in the Islands Trust budget bylaw and forwarded by the Islands Trust Council to the minister responsible for the *Islands Trust Act* for approval. If the minister approves, the minister will subsequently forward the requisitions to the Minister of Finance, for collection within the relevant jurisdictions.
- 5.5 The Minister of Finance adds a collection fee to the requisition in calculating the amount of the levy to be assessed to property owners.

6. Funds Allocation

- 6.1 Once approved by Islands Trust Council within the annual budget bylaw, the LTC is authorized to undertake the approved initiative at its discretion.
- 6.2 The LTC must not authorize the expenditure of funds, generated through the special property tax requisition, for any purpose other than that for which the requisition was approved.
- 6.3 Any funds, generated through the special requisition, which are unspent at the conclusion of the fiscal year, will be held in reserve for the LTCs use in the subsequent fiscal year to:
 - 6.3.1 complete the previously approved initiative or program; or
 - 6.3.2 undertake a new program, subject to a further resolution of the LTC to do so.
- 6.4 Unspent funds cannot be used to offset a general property tax requisition.

7. Special Property Tax Requisition Checklist

Budget Submission

Description of Task	Deadline	Date Completed
Local Planning Services staff assigned to LTCs develop “additional operations” budget proposal on behalf of LTCs prior to December Trust Council meeting and submit them to FPC for review.	November FPC meeting	
Director of Local Planning Services presents “additional operations” budget proposals to Financial Planning Committee, with input from LTCs, indicating whether any of the proposed ‘additional operations’ are related to delegated powers and must be funded through a special property tax requisition.	December Trust Council meeting	
Financial Planning Committee makes recommendations to Trust Council regarding budget proposals made by LTCs, identifying	December Trust Council	

<ul style="list-style-type: none"> Any that must be funded through a special property tax requisition pursuant to a Trust Council delegation bylaw (e.g. Bylaw 154). Any other LTC proposals that it recommends be funded through a special property tax requisition, rather than through inclusion in the general Islands Trust budget. <p>Director of Local Planning Services provides additional information to Trust Council about LTC proposals, as needed.</p>	meeting	
If December Trust Council does not approve the LTC “additional operations” budget proposal for inclusion in the general Islands Trust budget, or if the LTC additional operations are related to delegated powers that must be funded through a special property tax requisition:		
<ul style="list-style-type: none"> LTC passes resolution to pursue special property tax requisition to fund the “additional operations” budget proposal: 	January	
<ul style="list-style-type: none"> - copy of resolution attached 		
<ul style="list-style-type: none"> LTC requests staff to conduct public consultation on the special tax requisition proposal: 	Mid-February	
<ul style="list-style-type: none"> - copy of advertisement attached 		
<ul style="list-style-type: none"> - if public meeting held, minutes of the discussion attached 		
<ul style="list-style-type: none"> o written summary of public feedback attached 		
<ul style="list-style-type: none"> Staff prepare Request for Decision (RFD) proposed by LTC for March Trust Council binder, requesting a bylaw to authorize a special property tax requisition. The RFD will include an assessment of organizational and other implications, a completed copy of this checklist along with any attached documentation. 	February FPC meeting	

C. Legislated References

Islands Trust Act, S.10, S.14(3)(c)(iii), and S.47(5)

Islands Trust Council Delegation Bylaw 154, 2013

Islands Trust Council Policy 6.3.2 – Special Property Tax Requisition

Islands Trust Council Policy 6.5.1 – Reserves and Surplus

Islands Trust Council Policy 7.2.6 – Municipal Tax Requisition Calculation

D. Links to Supporting Forms, Documents, Websites, Related Policies and Procedures n/a



Policy:	6.5.3
Approved By:	Trust Council
Approval Date:	March 25, 1996
Amendment Date(s):	March 29, 2007; December 9, 2009; September 16, 2010; September 11, 2013; March 5, 2014; December 5, 2017
Policy Holder:	Director of Administrative Services

PROCUREMENT

Purpose

In accordance with the *Islands Trust Act*:

1. To set out purchasing procedures that support the costs of operations which the Islands Trust is authorized to recover through property tax requisition under *Section 47(2)* of the *Islands Trust Act*;
2. To set out the responsibilities and accountability associated with the efficient, economical and transparent acquisition of goods and services;
3. To ensure that the most appropriate method of procurement is used to acquire goods and services at the best value including consideration of environment and local economy;
4. To ensure properly delegated purchasing authority is maintained; and
5. To ensure consistency with relevant financial policies, procedures and controls, and to provide linkage to the current operating and capital budgets.

A. Definitions

n/a

B. Policy

1. Delegation of Authority

The Treasurer is accountable for the management of the acquisition of goods and services for the Islands Trust and the implementation of the day-to-day administration of the purchasing policies. To meet this objective, the Treasurer will establish such processes and procedures as are determined appropriate to the efficient and effective operation of purchasing services.

It is the intention of the policy to provide internal control measures through the separation of duties and responsibilities relating to the acquisition of goods and/or services. The tables in Appendix A establishes the signing authority delegation for procurement processes.

Trustees do not have authority to make commitments or indications of preference to a supplier of goods or services, to avoid any real or perceived perception that trustees are improperly influencing a decision of staff to select contractors in accordance with this policy.

Staff with purchasing authority have the following responsibilities:

- Ensure that appropriate approvals have been obtained and are adequately documented.
- Communicate with Administrative Services on anticipated purchasing commitments and creation of service contracts.
- Ensure that no expenditure exceeds approved budgets.
- Ensure that no expenditure is made that is not included in the annual budget.
- Ensure that expenditures are consistent with the required or permitted operations of Islands Trust bodies, as identified in the *Islands Trust Act*.
- Be familiar with the provisions of the Government of British Columbia's Standards of Conduct for Public Service Employees in Government Procurement Processes.

2. Creation of Purchase Orders and Service Contracts

Purchase orders can be created by any employee authorized by the Director, Administrative Services.

Service contracts will be created by the Finance Clerk based on information provided by staff.

3. Regular Disbursements

Expenditures occurring on a monthly or recurring basis and disbursed in the same, or similar, amounts do not require an approved purchase order or service contract. These expenditures will be approved by the Director, Administrative Services, as required. Example expenditures of this type would be rent, telephone charges and BC Mail.

4. Legal Services

The Chief Administrative Officer (or designate) will manage all legal matters through an organizational process. The process involves on-going monitoring of legal costs, monitoring of legal services quality, and regular reporting to Trust Council.

The Chief Administrative Officer will determine if expenditures require review or approval by the Executive Committee or Trust Council.

5. Financial Assistance to Community Organizations and Other Groups or Individuals

Financial assistance to community organizations or other groups or individuals is only permitted if made by the Islands Trust Council, its delegate, or the Executive Committee acting on its behalf, pursuant to Section 8(2)(h) of the *Islands Trust Act* which states that Trust Council may:

“(f) *engage in activities to gain knowledge about the history and heritage of the trust area and to increase public awareness, understanding and appreciation of its unique amenities and environment,*

(g) *conserve heritage property.”*

Local Trust Committees may not provide financial assistance to community organizations or other groups or individuals unless Trust Council has, by bylaw, delegated its authority under Section 8(2)(h) of the *Islands Trust Act*.

6. Disclosure of Contracts

If a trustee (or a person who has been a trustee in the previous six months) has a direct or indirect pecuniary interest in a contract with the Islands Trust, their conduct is governed by Section 107 of the *Community Charter*.

If a staff member has a direct or indirect pecuniary interest in a contract with the Islands Trust, their conduct is governed by the Code of Conduct of the Public Service Agency of BC.

7. Local Trust Committee Expenses

7.1 Disbursements must only be made as authorized by Part 4 of the *Islands Trust Act* and typically include the following:

7.1.1 Advisory Planning Commission expenses (meeting and secretarial costs)

7.1.2 LTC meeting costs including advertising, hall rental, external facilitation costs, and secretarial costs

7.1.3 Local mail-outs and/or trustee newsletters

7.1.4 Open house costs

7.1.5 Purchases of goods or services that support the land use planning and regulatory operations of the LTC.

7.2 Disbursements must be made in accordance with the budget allocation, be processed via the Trust's financial system, and comply with all financial policies and procedures; including use of purchase orders or service contracts where required, and appropriate approvals by the Treasurer and/or designate;

7.3 Any disbursement over \$500 which is to be charged against the local trust committee expense budget, with the exception of those items noted in Section 7.1.1 through 7.1.4 above, should be approved by resolution of the LTC;

7.4 Expenditures cannot exceed the annual budget allocation provided to each local trust committee by Trust Council. However, if a local trust committee anticipates extraordinary costs they should approach the Executive Committee to request a budget adjustment;

7.5 Trustee travel and other expenditures must comply with Islands Trust Policy 7.2.3, Trustee Travel Policy and Procedures; and

7.6 Trustee expenses related to attendance at training and/or conferences must comply with Islands Trust Policy 6.12.1, Trustee Training/Conference Attendance.

8. Competitive Process

The table in Appendix A establishes the dollar limits for different types of competitive processes.

An individual project with a total value greater than \$25,000 that will be completed over more than one fiscal year will require a formal competitive process with a Request for Proposal.

A competitive process can be held at the discretion of the Manager with budget authority, even if the estimated value of the goods or services falls below the dollar thresholds in Appendix A.

All competitive processes must be coordinated by the Finance Officer to ensure that best competitive practices are followed.

When a direct award is made, staff are still expected to obtain goods and services at the best available price, while taking into consideration the quality and followup service available (if applicable) for the goods and services. To expedite routine or regular purchases, a qualified vendors' list may be established. Vendors on the qualified vendors' list will be selected in accordance with established procedures.

9. Direct Awards

If one or more of the following circumstances exist, the Chief Administrative Officer, in conjunction with the Director of Administrative Services, determines whether to approve a purchase by direct award:

- The requirement is valued at less than \$25,000.
- An emergency exists and requirements cannot be satisfied in time by means of a competitive process.
- A process delay would interfere with Islands Trust's ability to maintain security or order, or to protect human, animal, or plant life or health.
- The required service is confidential.
- There is a single supplier that clearly provides the best value in the circumstances of a particular purchase.
- Where the competitive process is impractical because of the need to obtain unique third party skills, there is a requirement for contractor continuity, or there is a strong case for the cost effectiveness of maintaining a current contractor for a specific task.
- For work to be performed on or about a leased building that may be performed only by the lessor or the lessor's approved suppliers.
- The Islands Trust receives grant funding on behalf of a third party who initiated the project or funding request, and is named in the funding proposal. In this circumstance, the

Director of Administrative Services may, at his or her discretion, directly award a contract to the third party, a contractor, or community group, after confirming the chosen contractor or community group demonstrates the capability and qualifications to complete the work funded by the grant. If the work is being conducted on behalf of a local trust committee, the proposed work must be within the legislated role of the local trust committee (*Islands Trust Act, Section 24*).

- For projects covered under a partnership agreement, where the Islands Trust is not the only source of funds and the other funding source(s) has already selected the contractor. In this circumstance, the Director of Administrative Services may, at his or her discretion, directly award a contract to the selected contractor after confirming the contractor demonstrates the capability and qualifications to complete the work.

10. Selection Criteria

In a competitive process, selection criteria shall be established before a competitive process is posted. The selection criteria should consider all the relevant factors in a purchasing decision including, price, quality, qualifications, delivery time, quality of the response, environmental and social policy considerations, local purchasing and any other factors as determined by the Manager with budget authority for the purchase.

A local trust committee may request that the Regional Planning Manager provide the selection criteria for their review prior to posting the competition.

All details of the selection process shall be retained by the Finance Clerk.

11. Consultant Evaluations

A firm's performance is assessed for services based on the quality of the project in terms of how successfully it fulfils the stated objectives for the project. In the case of studies and briefs, where there is no built work involved, the product refers to the actual work produced by a consultant. Quality of 'services' assesses the firm's ability to manage and deliver professional services in a comprehensive, effective, reliable and timely manner throughout each stage of the project.

12. Contract Renewals

Once a competitive process is held (where required) and a vendor selected, contracts may be signed with the selected vendor to allow for renewal periods of up to five years, provided that satisfactory service continues to be received. At the completion of the renewal period, a new competitive process should be held, if required by the Purchasing Policy in place at the time.

A competitive process for a particular business service can be delayed for up to one year at the discretion of the Chief Administrative Officer if high quality service is being provided at a reasonable price by the current service provider.

13. Fiscal Year

Contracts should not extend beyond the end of the current fiscal year-end to provide for budget approvals. Should the situation arise where this is required, approval by the Chief Administrative Officer is required.

14. Environmental Considerations

When making purchases every effort will be made to select suppliers whose environmental practices are consistent with those of the Islands Trust.

Environmental considerations include such things as the suppliers' efforts towards recycling; use of environmentally friendly products; and manufacturing goods from recycled or recyclable materials.

In addition, purchases of equipment and supplies should have Canadian content wherever possible, practical and economical.

15. Social Policy Considerations

When making purchases every effort will be made to select suppliers whose products or services align with the attributes of social procurement policy.

Social procurement considerations include contributions towards a stronger local economy; enhancing the number of local jobs; and enhancing community arts and culture infrastructure.

16. Local Purchasing Considerations

When making purchases every effort will be made to purchase local goods and services including:

- Local food procurement – Islands Trust staff engaged in the purchase of food for operational needs will ensure that when practical, both operationally and economically, at least 40% of purchases will be local. Suppliers will be made aware of this policy and will be encouraged, again where practical, to increase the availability and variety of local foods. “Local” is defined as food that is produced within British Columbia, with preference given to items produced in the Islands Trust Area or on Vancouver Island.
- Community Stewardship Awards – Islands Trust staff engaged in procuring Community Stewardship Awards, or other awards that from time to time may be required, will ensure that awards represent the unique nature of the Islands Trust Area and, where practical, are constituted from products distinct to the Islands Trust Area.
- Contractors and service providers with a presence in the Islands Trust Area, and/or whose employees reside in the Islands Trust Area.

17. Staff Travel and Training

Travel expenses are submitted via Islands Trust Expense Claim. All those claiming expenses are expected to ensure that the most cost effective method of travel is provided. Approved Expense Claims are considered equivalent to an approved purchase order or service contract.

Training requests are approved via an authorized “Training/Conference Request Form” (see Policy 8.2.1, Staff Training and Conference Attendance). All staff travel and training requests must be approved by the appropriate Manager.

Managers have the responsibility to ensure all Employee Expense Claims are in accordance with established processes (i.e., BCGEU travel allowance chart).

C. Legislated References

Islands Trust Act

BC Government Purchasing Handbook

Ministry of Finance Core Policy 6.0 Purchasing

Islands Trust Policy 8.2.1, Staff Training and Conference Attendance

Islands Trust Policy 6.12.1, Trustee Training/Conference Attendance

Islands Trust Policy 7.2.3, Trustee Travel Policy and Procedures

D. Links to Supporting Forms, Documents, Websites, Related Policies and Procedures

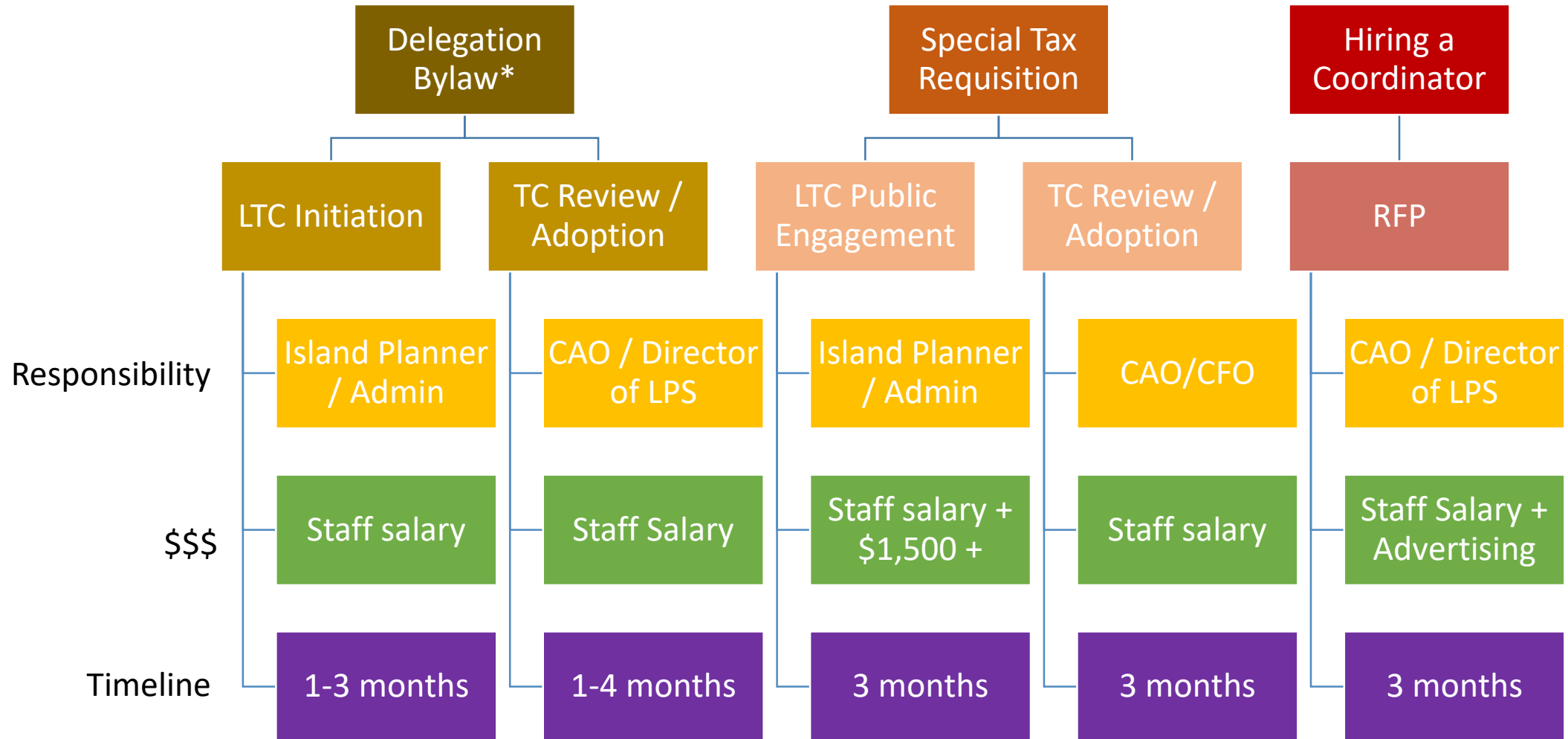
Appendix A – Method of Procurement and Approval Authority

APPENDIX A – METHOD OF PROCUREMENT AND APPROVAL AUTHORITY

COMMITMENT MATRIX October 10, 2017						
Commitment/ Spending \$ Level	Commitment Type	Number of Quotes	Method of Purchase	Document Submitted to Finance	Special Conditions	
1	<\$ 100	Petty Cash	One	Verbal, in person	Petty Cash Reconciliation	Receipt Required with payment claim - record purpose of purchase on receipt
2	<\$500	Petty Cash, Corporate Credit Card	One	Verbal, in person	Petty Cash or Corporate Credit Card Reconciliation	Receipt Required with payment claim - record purpose of purchase on reconciliation
3	<\$5,000 per item or aggregate	Service Contract or Purchase Order	One	Verbal or written quote from one or more known vendors	Invoice	Approval of Invoice with indication of Project Code if any including indication that services/goods were received as ordered
4	\$5001 to \$25,000 per item or aggregate		Request at least Three	Verbal or written quote from at least Three known vendors. If no "known" vendors then formal competitive process ITQ or RFP	Invoice	
5	>\$25,001 per item or aggregate		Public Process	Appropriate Competitive process - RFP/ITQ	Invoice	
All Direct Award Service Contracts or Purchase Orders over \$ 10,000 must be approved by the Chief Administrative Officer						

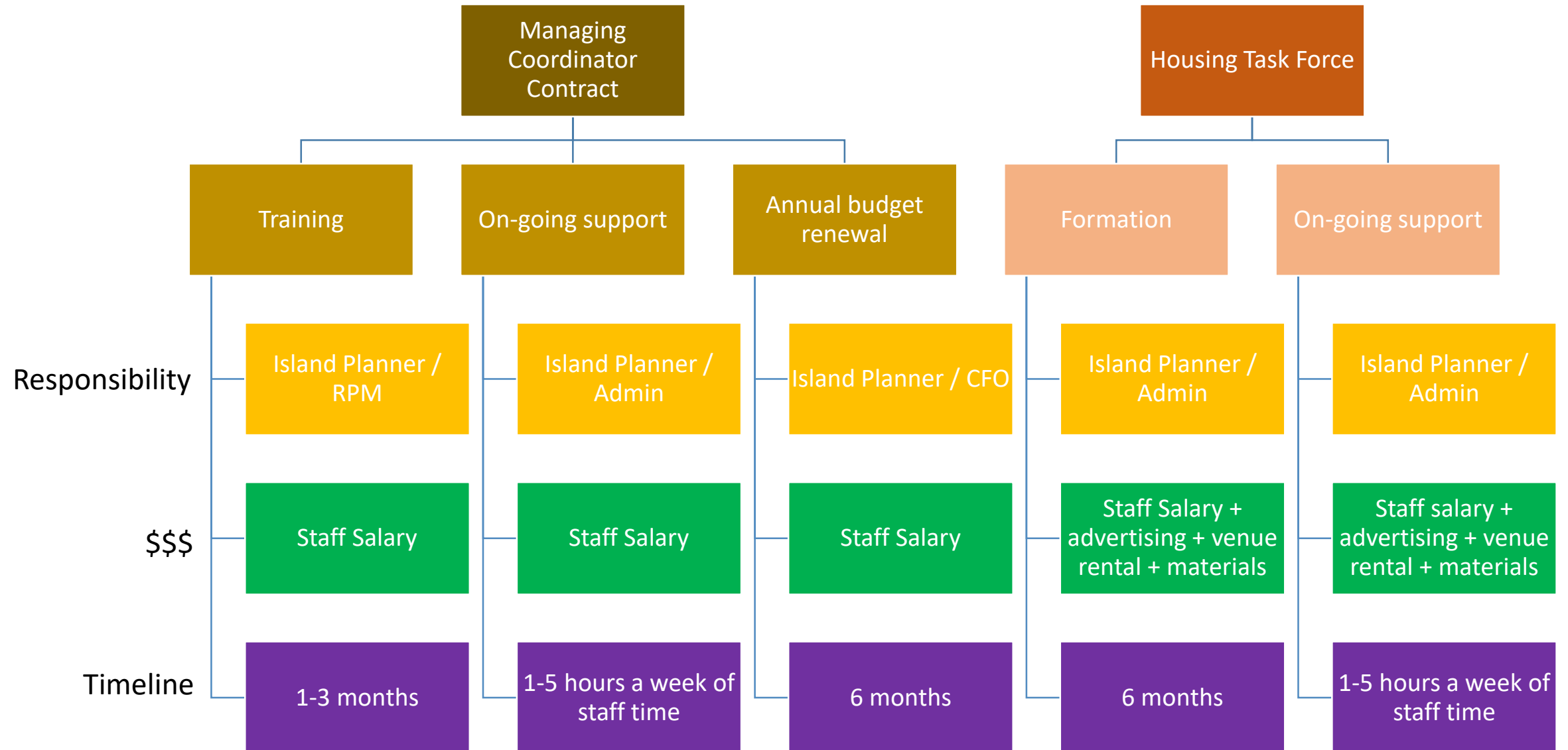
SIGNING AUTHORITY MATRIX October 10, 2017										
Position Type of Decision	Commitment Type	Executive Committee	Chief Administrative Officer	Treasurer (Director of Administrative Service)	Director (Local Planning Services and Trust Area Services)	Corporate Secretary (Manager of Legislative Services)	Regional Planning Manager	Manager - (Manager of Islands Trust Fund, Manager of Information Systems, Executive Coordinator)	Supervisor (Finance Officer and Employee Services Coordinator)	
1	Authorization of Purchase of Services or Goods	Petty Cash, Corporate Credit Card Charge, Purchase Order or Service Contract to be done when required by policy	N/A	Greater than \$100,000 or direct award greater than \$10,000	Up to \$100,000	Up to \$25,000	Up to \$10,000	Up to \$10,000	Up to \$5,000	Up to \$500
2	Authorization of new Positions	Email approval prior to initiation of hiring process	N/A	Yes	Yes	N/A	N/A	N/A	N/A	N/A
3	Authorization to fill vacant positions or changes to existing Positions	Offer Letter	N/A	Yes	Yes	N/A	N/A	N/A	N/A	N/A
4	Authorization of Training Request prior to registration or travel bookings	Training Request Form	N/A	Greater than \$50,000 or for any amount for training outside of the Province of BC	Up to \$50,000 - Training within Province of BC	Up to \$10,000 - Training in the Province of BC	Up to \$10,000 - Training in the Province of BC	Up to \$10,000 - Training in the Province of BC	Up to \$10,000 - Training within the Province of BC	
5	Authorization of Travel and Expense reimbursements	Expense Form	N/A	Greater than \$50,000 or for any amount for travel outside of the Province of BC	Up to \$50,000 - Travel within Province of BC	Up to \$10,000 - Travel within Province of BC	Up to \$10,000 - Travel within Province of BC	Up to \$10,000 - Travel within Province of BC	Up to \$10,000 - Travel within Province of BC	N/A
6	Authority to sign Grant Agreements or Memorandum of Understanding with external parties	Contract	N/A	Greater than \$100,000	Up to \$100,000	Up to \$25,000	N/A	N/A	N/A	N/A
7	Authority to sign Contracts with external parties with no monetary implications	Contract	N/A	Within area of accountability	Within area of accountability	Within area of accountability	Within area of accountability	Within area of accountability	Within area of accountability	N/A
8	Authority to sign Project Charter	Contract	N/A	Greater than \$100,000	Up to \$10,000	Up to \$10,000	Up to \$5,000	Up to \$5,000	N/A	N/A
9	Authority to sign Legal Services requests	Legal Services Request	N/A	Greater than \$100,000	Up to \$100,000	Up to \$25,000	Up to \$10,000	Up to \$10,000	Up to \$5,000	N/A
10	Authority to sign Lease/Rental Agreements	Agreement	N/A	Greater than \$100,000	Up to \$100,000	N/A	N/A	N/A	N/A	N/A
11	Authority to release LTC project funds from the LTC Project Reserve Fund	Agreement	Greater than \$20,000	Up to \$20,000	Up to \$20,000	N/A	N/A	N/A	N/A	N/A

Gabriola Housing Task Force Program Setup



*SSIWPA delegation bylaw 154 took 1 year to process from initiation to adoption

Program Implementation: on-going / renewed annually





BRIEFING

To: Salt Spring Island Local Trust Committee and the Financial Planning Committee **For the Meeting of:** November 10, 2021

From: Stefan Cermak, RPM, SSI **Date Prepared:** October 27, 2021

SUBJECT: SS LTC CDF Project Funding Options

PURPOSE: To report back on options to fund elements of the Salt Spring Island Local Trust Committee's (SS LTC) Protection of the Coastal Douglas-fir Zone and Associated Ecosystem (CDF) project.

Funding options summary:

- The SS LTC may consider amending project charters and associated budgets;
- The SS LTC and/or Financial Planning Committee (FPC) may request that elements of the project be included in the Regional Planning Committee work program;
- The SS LTC may propose a special tax requisition as a means of funding the additional operations if Trust Council does not approve funding; and
- The SS LTC may transfer funds from one LPS project budget to another (via resolution) after Trust Council approves the annual budget and with the understanding of how this would affect each project respectively.
- Unspent special tax requisition funds may only be used for the same purpose the funds were requisitioned for thus they are not available to fund the CDF project.

Please note that the SS LTC will be considering at the Nov. 9, 2021 meeting.

BACKGROUND:

On October 20, 2021, the Financial Planning Committee carried the following resolution during the regular business meeting:

It was **MOVED** and **SECONDED**,
that Financial Planning Committee request staff to evaluate options to fund elements of the Salt Spring Island Coastal Douglas-fir ecosystem project within other Salt Spring Island projects, such as watershed strategic planning and housing action or Regional Planning Committee projects.

CARRIED

DISCUSSION:

The Budget Funding Request Short-Form Business Case for the SS LTC – Protection of the Coastal Douglas-fir Zone and Associated Ecosystem was included in the October 20, 2021 agenda package (page 67). The total request for the 2022/23 fiscal year is \$32,000 and is broken down as follows:

First Nations Consultation	\$3,500
Consultant – Density Bonus Zoning Appraisal Report	\$4,000
Consultant – Fire Ecology Risk Analysis	\$12,000
Fire Ecology Risk Reduction Workshop	\$5,000
Regulatory and Policy Development	\$5,000
Communications and Education Materials	\$2,500
Total	\$32,000

All of the above items are discreet deliverables uniquely relevant to the Protection of the Coastal Douglas-fir Zone and Associated Ecosystem (CDF) project. If proposing other projects to fund the various deliverables, then the deliverables should be amended in purpose, scope and budget to fit the relevant project from which it is to be funded. For example, if proposing that the SS LTC Housing Action Program fund a density bonus zoning appraisal report, then it should be done so in context of all sensitive ecosystems – not just CDF and associated ecosystems and/or all housing locations.

If the FPC or SS LTC were seeking to amend the budget as a budget reducing exercise, staff would recommend considering reducing the scope and deliverables or reducing the amount of deliverables sought to be completed before the fall 2022 election. Specifically, staff would recommend that regulatory and policy development be done by staff, thus potentially increasing the timeline into the 2023/24 fiscal period.

The Regional Planning Committee’s budget request include:

- Housing options workshop: \$10,000
- Freshwater strategy engagement - \$27,700
- Freshwater Strategy – report - \$41,000
- Groundwater mapping (completion) - \$50,000
- Heritage overlay mapping - \$74,000

Thus, there are no applicable RPC projects to fund element of the CDF project.

Special Tax Requisition Funds

The SS LTC has already leveraged funding from unspent SSIWPA funds to fund work beneficial to the CDF project as seen in the following resolution:

SS-2021-96

It was MOVED and SECONDED,

That the Salt Spring Island Local Trust Committee amend Salt Spring Island Watershed Stewardship and Protection Strategic Plan Project Charter v0.1 attached as Appendix 4 to the staff report of May 25, 2021 as follows: By adding, at the end of the third in-scope bullet point: “Engagement will include subject-specific stakeholder engagement on Coastal Douglas Fir and Associated Ecosystem Protection in the context of watershed protection.”

CARRIED

As the excerpted minutes above show, at its May 25, 2021 meeting the SS LTC resolved to include “subject-specific stakeholder engagement on Coastal Douglas-fir and associated ecosystem protection in the context of watershed protection” in the service contract for the consultant undertaking development of a watershed stewardship and protection strategic plan for Salt Spring Island. This deliverable has been

included in the RFP and the service contract currently being negotiated. Staff remind the SS LTC and the FPC that spending of unspent SSIWPA special tax requisition funds may only be for the same purpose funds were requisitioned for thus must come within the scope of powers delegated by Bylaw No. 154 (Islands Trust Act S.14(3)(b); IT Policy 6.5.3; IT Bylaw No. 154).

The SS LTC may propose a special tax requisition as a means of funding the additional operations (the CDF project) if Trust Council does not approve funding.

FOLLOW-UP: To be determined by the FPC.

Prepared By: Stefan Cermak, RPM, SSI

Reviewed By/Date: Robert Kojima, Acting Director of Local Planning Services / October 26, 2021

Federal and Provincial Grants – Restricted was higher than budget by approximately \$44,526 (12%) due to increased expenditures associated with the Species at Risk and Conservation Economic Stimulus grant funds while associated work primarily takes place in the spring, summer and early fall. And due to increased expenditures associated with the Health Watersheds Initiative grant funds where all associated work must be complete by the end of November, 2021.

Property Tax Levy General was higher than budget by approximately \$3,539,886 (50%) due to the levy being received in full in Q2.

Special Property Tax Requisition was higher than budget by approximately \$37,750 (50%) due to the requisition being received in full in Q2.

Property Tax Levy Bowen was higher than budget by approximately \$155,594 (50%) due to the levy being received in full in Q2.

Investment Income was lower by approximately -\$25,310 (-42%). Investment revenue will increase as levy and requisition funds are invested then drawn down throughout the fiscal year to fund operations. We should be aware that investment income for this fiscal year may be lower than budget due to the drop in interest rates on GIC investments relating to the ongoing economic impacts of COVID 19.

Other Revenues was lower than anticipated by approximately -\$2,942 (-37%) due mainly to grant revenue not yet recognized for LTC projects where work will take place later in the fiscal year.

EXPENSES BY FUNCTIONAL AREA

COUNCIL

Total Council expenses include costs related to three main areas: Trust Council; Executive Committee; and Trust Area Services; as well as an allocation of administrative expenses. In aggregate and inclusive of the admin allocation these expenses were lower than budget by approximately -\$59,918 (-5%).

Trust Council expenses are comprised of the TC committee meeting; cultural working group; contingency; elections and by-elections; portion of insurance attributed to TC activities; portion of legal expenditures attributed to TC legal advice; training specific to TC, and the TC portion of trustee remuneration and benefits. Total Trust Council spending to September 30, 2021 is \$105,758 (34% of budget), which is lower than expected by \$50,174 (-16%). TC and TC committee meeting expenses are lower than expected to the end of quarter two, due to the COVID 19 pandemic where meetings are being conducted electronically.

LOCAL PLANNING SERVICES (LPS)

Total LPS expenses include costs related to five main areas: Local Trust Committees (LTCs); LPS Projects; LPS Staff; LPS facilities; and Bylaw enforcement; as well as an allocation of administrative expenses. In aggregate and inclusive of the admin allocation, these expenses were lower than budget by approximately -246,365 (-4%).

LPS Projects costs are comprised of all LTC projects and related First Nations protocol funds, a share of the government management and operations review costs, healthy watershed Initiative projects, eelgrass mapping, coastal Douglas fir mapping and associated bylaws, regional freshwater strategy, groundwater recharge mapping, heritage overlay mapping, housing density

bonus and includes all SSIWPA expenses and projects for Weston Lake and the Water Protection Plan. This area of spending was lower than budget by approximately -\$128,638 (-17%) due mainly to underspending on all projects listed above where expenditures are expected to occur in the remainder of this fiscal year or to carry forward to the next fiscal year where projects are unable to be completed in this fiscal year (eg: Water Protection Plan and Housing Density Bonusing).

TRUST CONSERVANCY (ITC)

Total ITC expenses include costs related to three main areas: Board expenses; Operations expenses; and Property management expenses; as well as an allocation of administrative expenses. In aggregate and inclusive of the admin allocation, these expenses were lower than budget by approximately -\$19,753 (-2%).

ITC Board costs are comprised of ITC board meeting expenses, honoraria and training for board members. Board expenses were under budget by approximately -\$4,688 (-30%) due to board meeting expenditures that are expected to occur in future quarters.

GENERAL ADMINISTRATION

Total general administrative expenditures include costs related to six main areas: Executive office; Administrative services; Office Operations; Information systems; Computer, Furniture and Equipment; and Amortization expense. General administration costs are allocated to the three functional areas of the Trust (Council, LTC Services, and ITC) based on their relative dollar magnitudes for the period. In aggregate these expenses were higher than budget by approximately \$47,837 (2%).

Computer/Furniture & Equipment costs are comprised of non-capital and capital costs for purchases of hardware, software and furniture. Computer/Furniture & Equipment costs were over budget by approximately \$35,097 (106%) due to the yearly refresh of old computers where purchases are made at the beginning of the fiscal year during Q1 and Q2.

CONSOLIDATED EXPENSES BY OBJECT

Public Sector Accounting Standards determine that financial reporting for government entities be reported “by function” (i.e.: service area) in the Statement of Financial Operations as presented in the earlier section of this report. Expenses “by object” (i.e.: type) are reported in accompanying financial statements notes. For purposes of greater transparency and understanding of Islands Trust financial results, June 30, 2021 expenses by object are shown as follows:

Expense	2020/21 Approved Budget	Actuals to 9/30/2021	% of Budget Consumed
Staff Salaries and benefits	5,524,160	2,694,067	48.8%
Office Operations	979,309	483,687	49.4%
Council and trustee costs	850,907	361,011	42.4%
Programs	1,111,208	437,294	39.4%
Legal - General	90,029	52,769	58.6%
Legal - Bylaw Enforcement	85,049	25,444	29.9%
Legal - Litigation	89,049	32,424	36.4%
Legal - Statutory Notices	21,000	7,067	33.7%
Travel/training and recruitment	123,407	36,990	30.0%
Subtotal	8,874,118	4,130,751	46.5%
Amortization	218,000	89,772	41.2%
Total Expenses	9,092,118	4,220,522	46.4%

Staff salaries and benefits were under budget due mainly to staff vacancies in Bylaw enforcement during Q1 and where staff left or went on Temporary Assignment to another Provincial Government ministry in Q2.

Office operations were under budget due to hardware costs paid in Q1 and Q2. New computers (hardware) is purchased and deployed in the first and second quarter to sync with our computer replacement cycle. This gives us the benefit of the new equipment for the full fiscal year.

Council and trustee costs were under budget due mainly to underspending against the Council budgets for insurance, travel by LTC Committee Chairs and in person TC meetings which are expected to take place later in the fiscal year.

Programs were under budget due to strategic projects and LTC project delays in underspending where expenditures are expected to occur later in the fiscal year.

Legal expenses were under budget overall by -\$24,860 (-9%) due to a decrease in legal bylaw enforcement and defense legal actions.

Traveling/training and recruitment were under budget due to less travel in Q1 and Q2 while still under COVID 19 restrictions. These costs are expected to increase later in the fiscal year as the restrictions are lowered.

Amortization was under budget due to lower than anticipated capital expenditures in the previous fiscal period than anticipated at budget time.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None.

FINANCIAL: None. Expenditures to September 30, 2021 are within the overall Islands Trust annual approved budget.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: None. Managing staff at Islands Trust and Islands Trust Conservancy will continue to receive financial reporting on their respective areas of oversight throughout the year.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S):

Islands Trust Policy 2.3.3 Financial Planning Committee Terms of Reference
Bylaw No. 181, Islands Trust Financial Plan Bylaw, 2021-2022

5 ATTACHMENT(S):

September 30, 2021 Financial Report

RESPONSE OPTIONS

Recommendation:

That Financial Planning Committee forward the September 30, 2021 Financial Report to Trust Council for approval as presented/amended.

Alternative: None.

Prepared By: Nancy Roggers, Finance Officer

Reviewed By:

Islands Trust

Statement of Revenue and Expenditure

For The 6 Months Ending September 30, 2021

Expected % of Budget Received/Used as at Report date = 50%

Exceptions: Grant revenue, property tax levies, other revenues, project spending

Variances > +/- 10% include explanations

Description	Annual Budget	YTD Actual	\$ budget not yet received/spent	% of budget received/spent
REVENUES				
Fees & Sales	120,000	60,974	(59,026)	51%
Provincial Grant - Unrestricted	180,000	180,000	-	100%
Federal and Provincial Grants - Restricted	383,000	236,027	(146,973)	62%
General Property Tax Levy - All LTAs	7,079,771	7,079,772	1	100%
Special Property Tax Requisition - SSI LTA	75,500	75,500	-	100%
Municipal Property Tax Levy - Bowen Island Municipality	311,188	311,188	0	100%
Investment Income	60,000	4,690	(55,310)	8%
Other Revenues	8,000	1,058	(6,942)	13%
Total Revenue	8,217,459	7,949,208	(268,251)	97%
EXPENSES				
Council Services				
Trust Council	311,865	105,758	(206,107)	34%
Executive Committee	97,990	44,565	(53,425)	45%
Trust Area Services	600,352	305,800	(294,552)	51%
General Admin Allocation - 14%	299,889	139,006	(160,883)	46%
Total Council Expenses	1,310,096	595,129	(714,967)	45%
Local Planning Services				
Local Trust Committees	794,654	366,394	(428,260)	46%
Projects (Note 1)	736,748	239,735	(497,013)	33%
Planning Staff	2,888,807	1,421,193	(1,467,614)	49%
LPS Facilities	359,639	171,844	(187,795)	48%
Bylaw Enforcement	370,819	159,569	(211,250)	43%
General Admin Allocation - 74%	1,529,021	734,744	(794,277)	48%
Total Local Planning Services Expenses	6,679,688	3,093,478	(3,586,210)	46%
Trust Conservancy				
Board	15,525	3,074	(12,451)	20%
Conservancy Staff and Associated Costs	680,440	325,349	(355,091)	48%
Property Management	154,810	84,345	(70,465)	54%
General Admin Allocation - 12%	252,560	119,148	(133,412)	47%
Total Trust Conservancy Expenses	1,103,335	531,915	(571,419)	48%
General Admin				
Senior Management	453,646	203,481	(250,165)	45%
Admin Services	523,560	247,728	(275,832)	47%
Office Operations	251,620	105,273	(146,347)	42%
Information Systems	601,443	294,948	(306,495)	49%
Computer/Furniture & Equipment	33,200	51,697	18,497	156%
Amortization Expense	218,000	89,772	(128,229)	41%
General Admin Recovery	(2,081,469)	(992,897)	1,088,572	48%
Total General Admin Expenses	-	0	0	
Total Expenses	9,093,119	4,220,522		

Variances > +/- 10% include explanations

Description	Annual Budget	YTD Actual	\$ budget not yet received/spent	% of budget received/spent
YTD Surplus (Shortfall)	(875,660)	3,728,686		
Amortization Adjustment	(218,000)	n/a		
Capital Adjustment	n/a	45,210		
Adjusted surplus (shortfall)	(657,660)	3,773,896		
Transfer from General Surplus Fund	373,660	(3,826,968)		
Transfer from LTC Project Specific Reserve Fund	204,000	21,265		
Transfer from Special Tax Requisition Fund	80,000	31,806		
	657,660	(3,773,896)		
Net Balance	-	-		

Note 1:

Projects made up of:

SSIWPA - Coordination	75,500	31,806	(43,694)	42%
SSIWPA - Weston Lake	30,000	-	(30,000)	0%
SSIWPA - Water Protection Plan	50,000	-	(50,000)	0%
LTC Projects - allocated budget funds	172,900	21,265	(151,635)	12%
LTC Projects - unallocated budget funds	31,100	-	(31,100)	0%
Project - Projects funded by grants	7,998	-	(7,998)	0%
FN Protocol Funds	1,000	-	(1,000)	0%
Healthy Watershed Initiative Projects	45,000	16,637	(28,363)	37%
Eelgrass mapping	50,000	41,000	(9,000)	82%
Coastal Douglas Fir Mapping and Bylaws	5,000	-	(5,000)	0%
Regional Freshwater Management Strategy	91,000	77,101	(13,899)	85%
Groundwater Recharge Mapping	50,000	-	(50,000)	0%
Governance Mgmt & Ops Review	62,250	46,688	(15,563)	75%
Heritage Overlay Mapping	55,000	5,238	(49,763)	10%
Housing Density Bonusing	10,000	-	(10,000)	0%
TOTAL	736,748	239,735	(497,013)	33%

To: Financial Planning Committee **For the Meeting of:** November 10, 2020
From: Nancy Roggers, Finance Officer **Date Prepared:** November 4, 2020
SUBJECT: FINANCIAL FORECAST AS AT SEPTEMBER 30, 2021

PURPOSE:

To provide Financial Planning Committee with an overview of forecasted financial performance to the end of the current fiscal year, to support their responsibility for financial management oversight.

BACKGROUND:

The forecasted financial results for March 31, 2022 have been prepared based on actual financial performance to September 30, 2022, plus estimates of expected spending for the remainder of the fiscal year. The September 30, 2022 forecast reflects a projected underspending of \$38,991, primarily due to a reduction in meeting and travel expenditures due to the COVID pandemic which has carried on longer than anticipated at budget time. An explanation of the significant revenue and expenditure areas contributing to this variance are as follows (where significance is determined as greater than or less than 10% from budget, and greater than or less than \$5,000 from budget).

Revenues:

Revenues are forecasted to come in at a net \$87,000 higher than budgeted due to:

- Interest Income - expected \$39,965 under budget due to a significant decrease in interest income where interest rates on guaranteed investment certificates have dropped significantly during the global pandemic. Current rates are very low in comparison to prior years (0.6%). In addition there has been a delay in investing funds while staff review offers from credit unions supplying IMPACT GICs (sustainable lending) which ensure Islands Trust invested funds are used by the financial institution to provide ethical and sustainable loans to local businesses that publicly pursue at least one of the United Nations' Sustainable Development Goals.
- Provincial Grant Income R ITC SAR – expected \$37,500 higher than budget due to additional funding received from the Species at Risk grant.
- Provincial Grant Income R ITC CESI – expected \$16,500 higher than budget due to additional funding received from the Conservation Economic Stimulus Initiative grant.

- Provincial Grant Income R IT HWI – expected \$59,000 higher than budget due to additional funding received from the Healthy Watersheds Initiative grant.
- Grant Income for LTC projects – expected \$12,000 higher than budget for grant received for the Gabriola active transportation project totaling \$20,000.

Expenditures:

Total forecasted expenditures come in lower than budget by a net of \$38,991

Significant areas of overspending include:

- Amortization – expected overspending of \$12,000 due to change in treatment of items being capitalized to align with accounting standards which has increase capital expenditures. Since this is a non-cash item there is no impact on operations as a result of this overage.
- Contract Service – expected overspending of \$23,800 due to hiring of contractors to cover staff vacancies.
- ITC Property management – expected overspending of \$56,300 where ITC is relying less on tax funds this fiscal year for items that are covered by the species at risk grant and the conservation stimulus initiative grant.
- Office Rent – expected overspending of \$9,000 for higher than anticipated operating costs passed on by the landlord for the Victoria Office.
- Projects - expected overspending of \$42,000.
 - Expected overspending on projects is related to the following:
 - Projects funded by grants – higher than anticipated grants for LTC projects were applied for and received totaling \$20,000, resulting in \$12,000 overspending against budget which is offset by an equivalent increase in the grant revenue.
 - Strategic Plan Projects –
 - Expected overspending of \$59,000 for the regional freshwater management strategy which is covered by equivalent funding received from the healthy watershed initiative;
 - Expected overspending of \$4,000 for the Eelgrass mapping project due to additional consultant expenditures;
 - Expected overspending of \$17,500 for the website renewal for contractors assistance with website updates and some additional design elements not anticipated at the time of the initial contract;
 - Expected overspending of \$89,200 for the policy statement review where Trust Council approved an increase to the policy statement expenditures of \$100,000 for increased public consultation.
 - Offset by expected underspending on projects is related to the following:
 - Expected underspending of \$25,000 for the Climate Change project where project will be postponed until next fiscal year;
 - Expected underspending of \$10,000 for the housing density bonus due to change in approach of housing strategic plan

- Expected underspending of \$6,500 for broadcasting public meetings as we become more proficient in this area requiring less edits, etc.
- LTC projects – expected underspending of \$22,200 against the budgeted \$204,000 draw from reserve primarily due to LTC projects that will carry forward into next fiscal year for completion. A transfer of \$181,800 will be required from the LTC Specific Reserve fund rather than the \$204,000 that was included in the budget.
- SSIWPA – expected underspending of \$30,000 for the watershed protection plan project. Completion of Phase 1 will occur this fiscal totaling \$20,000 with the remaining \$30,000 budget to be carried forward to next fiscal for completion of the project.

Significant areas of underspending include:

- Applications sponsored by Executive Committee – expected underspending of \$2,000 due to less applications received for sponsorship than were budgeted for.
- ITC Board Honoraria – expected underspending of \$3,300 due to the Provincial Governments delay in replacing appointed members of the board.
- Conservation Planning & Land Securement – expected underspending of \$10,400 due to staff resources devoted to undertaking species at risk and conservation economic stimulus initiatives.
- ITC Ecosystem Mapping – expected underspending of \$14,000 due to stretched resources to undertake this work while staff are working on the species at risk and conservation economic stimulus initiatives.
- Legal expenses – expected underspending of \$25,000 in Legal for Bylaw Enforcement litigation and litigation defence due to a reduction in new litigation against the Islands Trust.
- The following areas are underspent by a total of \$23,400 due exclusively to meetings being held electronically due to the impacts of the COVID pandemic, eliminating the need for travel, accommodation, hall rental and food expenditures associated with undertaking these meetings:
 - FPC, RPC and LTC Committee Expenses – expected net underspending of \$1,000;
 - ITC Board Meeting Expenses – expected underspending of \$5,400;
 - LTC expense for Trustees, EC on LTC, and LTC and APC meetings – expected net underspending of \$7,800;
 - Meeting expense – expected underspending of \$9,000 primarily for Trust Council meetings.
- Statutory Notices – expected underspending of \$5,500 where lower than expected advertising is taking place for statutory notices this fiscal year in comparison to budget due to a reduced need to advertise where public hearings and community information meetings are not being held due to the COVID pandemic.
- Office Services – expected underspending of \$12,800 due to the requirement for less services like recycling, garbage disposal, etc. with lower number of staff using office space due to the COVID pandemic.

- Safety – expected underspending of \$3,000 due to lower than anticipated spending on COVID safety supplies.
- Salaries and Benefits – expected underspending of \$81,944 due to vacancies in positions during the fiscal year. The significant areas of underspending are as follows:
 - Bylaw Enforcement Officer – vacant between April 1 to July 31, 2020, underspending of \$33,000 plus benefits of 25.4%;
 - Planner II in Gabriola Office – anticipated vacancy between October 1 to January 1, 2022 to replace staff member, underspending of \$16,000 plus benefits of 25.4%;
 - Planner I in Gabriola Office – anticipated vacancy between November 1 to January 1, 2022 to replace staff member, underspending of \$9,000 plus benefits of 25.4%;
 - Trust Area Services staffing overspending of \$35,000 for additional project and communications staff relating to the Policy Statement review was offset by reductions of the same amount in leave liability over the organization where staff had left or used prior year’s vacation hours during this fiscal period.
- Stationery & Supplies – expected underspending of \$7,000 due to less staff working in the office requiring less stationery supplies.
- Mobile Devices – expected underspending of \$12,000 due to negotiation of a new contract containing a significant discount for monthly cell phone costs.
- Training and Conferences/Travel expenses– net expected underspending of \$40,000 due to meetings being held electronically due to the impacts of the COVID pandemic, eliminating the need for staff travel, accommodation, and food expenditures as well as conferences and training being held by webinar reducing the cost to attend.

Other variances are not considered significant for the purposes of reporting.

CONCLUSIONS:

The approved budget for fiscal year ending March 31, 2022 included approved expenditures of \$9.09M. Current forecasted spending for the year is expected at \$9.05M, which is under by \$38,991 (-0.43%). Underspending is primarily due to underspending in meeting, travel and training expenditures due to the COVID pandemic which has carried on longer than anticipated at budget time. Accounting standards dictate that capital assets be removed from expenditures on the Statement of Operations and capitalized as a tangible capital asset on the Statement of Financial Position. Consequently, additional funding from surplus to cover this spending is reduced by the value of items capitalized. The forecasted amount to capitalize is \$79,846. The budget approved a transfer from the General Revenue Fund Surplus of \$373,660 and a transfer from the LTC Specific Reserve Fund of \$204,000 for Local Trust Committee projects, for a total draw on surplus funds of \$619,790. Based on the second quarter forecast, adjusted for capitalized assets, the required transfer from the General Revenue Fund Surplus is estimated at \$437,990 and the transfer from the LTC Specific Reserve Fund is now estimated at \$181,800. This means that the total transfer from surplus will be \$619,790, an increase of \$42,130 over the budgeted transfer.

ATTACHMENT:

- **Second Quarter Forecast to March 31, 2021**

FOLLOW-UP: Forward to Trust Council for information as desired.

Prepared By: Nancy Roggers, Finance Officer
Reviewed By:

ISLANDS TRUST
Q2 Forecast to March 31, 2022

Note: Actuals on this are before adjustments to Q2 for retro excluded salaries which are already included in the forecast.

Acct #	Description	Annual Budget	YTD Actuals	Forecast to March 31/21	<i>Forecast Over (Under) budget \$</i>	<i>Forecast Over (Under) budget %</i>
REVENUES						
40000	Fees & Sales	120,000	60,974	120,000	-	0%
44001	Provincial Grant Income R ITC SAR	205,000	132,842	242,500	37,500	18%
45000	Provincial Grant Income Non R	180,000	180,000	180,000	-	0%
45001	Provincial Grant Income R ITC CESI	22,000	9,785	38,500	16,500	75%
45002	Provincial Grant Income R IT HWI	156,000	93,400	215,000	59,000	38%
46000	Property Tax Levy General	7,079,771	7,079,772	7,079,771	-	0%
46200	Special Levy Property Tax Requisition	386,688	386,688	386,688	-	0%
48000	Interest & Other Income	60,000	4,998	21,035	(38,965)	-65%
49000	Other Income "General"	-	-	-	-	
49001	Grant Income for LTC projects	8,000	300	20,000	12,000	150%
49005	Other Income "NAPTEP ITF Cost Recovery"	-	450	1,000	1,000	
Total Revenue		8,217,459	7,949,209	8,304,494	87,035	2
EXPENSES						
50500	Admin Cost Recovery	(2,081,469)	(992,897)	(2,081,469)	-	0%
50700	Admin Support Services	2,081,470	992,897	2,081,470	-	0%
50900	Amortization Expense	218,000	89,772	230,009	12,009	6%
50950	Applications Sponsored by EC	5,000	-	3,000	(2,000)	-40%
50960	History and Heritage Funding Grants in Aid	5,000	-	5,000	-	0%
51000	Audit	20,000	(740)	20,000	-	0%
51500	Bank Charges & Interest	4,000	1,944	4,000	-	0%
52500	Board of Variance	1,100	123	550	(550)	-50%
54000	Committee Expense FPC	-	14	-	-	0%
54200	Committee Expense TPC	1,000	-	-	(1,000)	-100%
54500	Communications	43,000	11,973	45,650	2,650	6%
54580	FN Protocol Funds	6,004	-	917	(5,087)	-85%
55105	SW Support and Licensing	103,900	51,253	105,701	1,801	2%
55200	Internet	48,000	23,957	48,000	-	0%
55500	Technical Support	88,000	32,623	95,693	7,693	9%
56000	Contingency	5,000	-	4,000	(1,000)	-20%
56500	Contract Services	45,000	31,252	68,832	23,832	53%
60000	Insurance	185,000	92,813	185,000	-	0%
61100	ITC "Board Honoraria"	6,600	2,800	3,300	(3,300)	-50%
61200	ITC "Board Meeting Expense"	6,925	258	1,500	(5,425)	-78%
61210	ITC "Board Training & Conferences"	2,000	-	2,000	-	0%
61300	ITC "Property Management"	124,810	65,626	181,130	56,320	45%
61500	Conservation Planing & Land Securement	30,000	18,719	19,528	(10,472)	-35%
61600	ITC "Ecosystem Mapping"	20,000	-	6,000	(14,000)	-70%
62000	Land Title Registrations	4,500	2,389	4,500	-	0%
63000	Legal "General"	90,029	52,769	97,955	7,926	9%
63100	Legal "Bylaw Enforcement Litigation"	85,049	25,444	75,000	(10,049)	-12%
63200	Legal "Litigation Defence"	90,049	32,424	75,000	(15,049)	-17%
65000	LTC - Trustee Expense	5,000	577	4,686	(315)	-6%
65050	LTC "Executive Expense on LTC's"	12,000	322	8,000	(4,000)	-33%
65200	LTC Local Exp LTC Meeting Expenses	35,999	15,383	31,892	(4,107)	-11%
65210	LTC Local Exp APC Meeting Expenses	5,402	3,079	5,978	576	11%
65220	LTC Local Exp Communications	5,000	3,480	7,394	2,394	48%
65230	LTC Local Exp Special Projects	4,999	-	1,471	(3,528)	-71%
67000	Meeting Expense	59,000	2,328	49,818	(9,182)	-16%
67500	Memberships	15,209	7,636	15,209	-	0%
68100	Notices Statutory & Non Statutory	21,000	7,067	15,499	(5,501)	-26%

69000	Office Rent	388,700	195,277	397,700	9,000	2%
69005	Office Services	58,900	23,002	46,004	(12,896)	-22%
70000	Postage & Courier	10,100	4,349	9,800	(300)	-3%
74000	Recruitment	6,000	1,990	6,000	-	0%
74900	Safety	5,000	967	1,934	(3,066)	-61%
75100	Salaries - Admin Staff	2,242,986	1,125,114			-1%
75110	Benefitis - Admin Staff	569,717	285,365			0%
76100	Salaries - Planners & RPMs	1,417,357	719,386			0%
76110	Benefits Planners & RPMs	360,009	181,522	5,442,216	(81,944)	0%
77100	Salaries Planning Support	466,086	184,029			0%
77110	Benefits Planning Support	118,386	48,717			0%
78100	Salaries Bylaw	278,803	119,765			0%
78110	Benefits Bylaw	70,816	30,169			0%
79000	Stationary & Supplies	34,200	10,923	27,236	(6,965)	-20%
79500	Subscriptions	6,500	2,079	6,500	-	0%
80100	Telephone	11,500	6,124	11,500	-	0%
80300	Mobile Devices	24,100	5,992	11,983	(12,117)	-50%
81100	Training "Organization Wide"	3,000	1,149	3,000	-	0%
81200	Staff Meetings and Recognition	4,000	282	4,000	-	0%
81300	Training & Conferences	33,500	9,071	22,350	(11,150)	-33%
81305	Travel for Training	17,835	10	5,200	(12,635)	-71%
82300	Travel	59,072	24,488	42,800	(16,272)	-28%
84100	Trustee Remuneration	522,178	260,539	522,178	-	0%
84110	Trustee Remuneration "CPP Expense"	18,898	9,483	18,898	-	0%
84120	Trustee Remuneration Health/Dental Benefits	37,600	18,799	37,600	-	0%
84140	Trustee Remuneration Pay In Lieu of Benefits	1,000	500	1,000	-	0%
84150	Trustee Remuneration "Employer Health Tax"	10,202	5,146	10,202	-	0%
	Operating Expenses Subtotal	8,178,021	3,849,518	8,050,311	(127,710)	-2%
CAPITAL						
55100	Hardware	29,200	2,122	-		
55101	Hardware Capital	-	43,572	72,434	72,434	260%
55400	Software	-	3,349	3,349	3,349	
55401	Software Capital	-	63	63	63	
69100	Furniture and Equipment	4,000	1,017	4,000	-	0%
69101	Furniture and Equipment Capital	-	1,575	-		
	Capital Subtotal	33,200	51,697	79,846	75,846	228%
PROJECTS						
	LTC Projects Funded by LTC Reserve Fund	204,000	37,903	181,800	(22,200)	-11%
	LTC Projects Funded by Contingent Grant	8,000	-	20,000	12,000	150%
	LTC Projects Funded by Special Requisition Surplus	80,000	-	50,000	(30,000)	-38%
	LTA Work Funded by Special Requisition (SSIWPA)	75,500	31,806	75,500	-	0%
	Strategic Plan Projects	514,400	249,599	596,673	82,273	16%
	Projects Subtotal	881,900	319,308	923,973	42,073	5%
	Tota Expenditures	9,093,121	4,220,522	9,054,130	(38,991)	-0.43%
	Surplus (shortfall)	(875,660)		(749,636)	126,024	
	Funded by:					
	Transfer from (Contribution to) General Revenue Surplus Fund	373,660				
	Transfer from LTC Project Specific Reserve Fund	204,000				
	Transfer from Special Tax Requisition Fund	80,000				
	Change in Amounts Invested in TCA					
	Net Surplus (Shortfall)	(218,000)	-			
	Add back Amortisation Expense <i>(not taxed, so removed for purp</i>	218,000				
	Add back Capital Expenditures <i>(not expensed in year of purchase, so removed from actuals)</i>					
	Balance	-	-			



Islands Trust

December 2021 Islands Trust Council 2022/23 Proposed Budget

Purpose:

- To provide Trust Council with an overview of the Financial Planning Committee’s current draft of the 2022/23 budget;
- To discuss the proposed revenues, expenses, and resulting surplus balances with Trust Council and receive feedback for amendments as needed;
- To provide an opportunity for questions, comments and recommendations from Trustees before the Financial Planning Committee develops a draft budget package for public comment.

Resources:

Peter Grove, Financial Planning Committee (FPC)
 Julia Mobbs, Director, Administrative Services (DAS)
 Russ Hotsenpiller, Chief Administrative Officer (CAO)
 Clare Frater, Director, Trust Area Services (DTAS)
 David Marlor, Director, Local Planning Services (DPLS)

<p>Introduction (3 minutes)</p> <p>Comments (2 minutes)</p> <p>2022/23 Proposed Budget Overview (30 minutes)</p> <p><u>Document References</u></p> <ul style="list-style-type: none"> • Budget Assumptions and Principles • Draft Budget Overview • Draft Budget Detail • Funding Requests Summary <ul style="list-style-type: none"> ○ Strategic Plan Initiatives ○ Operational Initiatives ○ Local Trust Committee Projects <p>Trustees Questions and Discussion (up to 2.5 hours)</p>	<p>Chair, FPC</p> <p>Chief Administrative Officer</p> <p>Director, Administrative Services – general overview</p> <p>Committee Chairs – strategic plan projects</p> <p>Staff – operational initiatives</p> <p>Director, Local Planning Services/LTC Chairs – LTC projects</p> <p>Trustees</p>
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NEXT STEPS:

- **January 2022:**
 - FPC meeting to review Draft 2, Version 1 of the budget and public consultation documents.
- **February 2022:**
 - Consultation with public on draft budget package.
 - FPC meeting to review Draft 2, Version 2 of the budget and results of budget public consultation.
- **March 2022:**
 - Trust Council approval of a Budget Bylaw to be forwarded to the Minister by March 31, 2022



2022/23 Draft Budget Assumptions and Principles

September 2021

Draft Budget Development Process:

During the budget cycle, each line of the detailed draft budget is reviewed by the responsible manager, giving consideration to previous years’ spending and future work programs and services (including Trust Council’s Strategic Plan initiatives). Planning staff review planning project needs with Local Trust Committees and identify top priorities. The Islands Trust Conservancy Board requests budget funding levels appropriate to support the goals in its Regional Conservation Plan and other fiscal initiatives. Directors review their respective Committee work programs to ensure work plan activities are appropriately funded. The Director, Administrative Services reviews the detailed spending and projects costs on behalf of the organization with respect to completeness and accuracy and compiles the detailed budget for the year. The draft budget detail is reviewed and by the Islands Trust management team prior to being submitted to the Financial Planning Committee for review and consideration. A first draft of the budget is forwarded to Trust Council in December of each year, or in the case of election years, the following January.

REVENUES			
	ITEM	ASSUMPTION/PRINCIPLE	DATA SOURCE
1	Fees and Sales	<p>Budgeted fees revenue has historically been based on an average of previous years’ actual revenues, adjusted for trends identified by the Director, Local Planning Services. In June 2021, Trust Council amended their Application Processing Services Policy 5.6.1 which includes a revised Model Fees Bylaw for consideration by LTCs. This is likely to impact budgeted fees revenue for the fiscal 2022/23 year.</p> <p>Budgeted fees revenue for 2022/23 will be based on the following:</p> <ul style="list-style-type: none"> - Estimated application volumes, by type and by LTA, based on fiscal 2020/21 and Q1 annualised 2021/22 application volumes, as a representation of what volumes might look like in another pandemic-impacted fiscal year. - Estimated application fees by type and by LTA, as determined by Trust Council’s revised model bylaw approved in June 2021. Estimated fees will be based on the assumption that all LTCs will adopt local fees amounts at the maximum allowable 20% reduction from the model bylaw, to keep revenue estimates conservative. - The estimates assume that all LTCs will have adopted and implemented new fees by April 1, 2022. 	<p>Historical application volume levels seen in pandemic-impacted fiscal years.</p> <p>Model Fees Bylaw as approved in Trust Council’s Application Processing Services Policy 5.6.1.</p> <p>Estimated will be adjusted if/as LTCs adopt new application processing fees in advance of the final budget draft.</p>
2	Provincial Grant Funding - Unrestricted	Unrestricted grants are given without restrictions dictating how the funds must be spent. The Provincial grant funds	Prior year funding levels.

		<p>received by Islands Trust annually are unrestricted. These grants are recorded as revenue when they are received.</p> <p>Assumed that unrestricted grant funding from the Province will be received, and that the value will remain consistent with prior years. Although there is a Trust Council resolution to request more funds from the Province, no work has progressed on this task and likely will remain the case due to the ongoing pandemic. As such, no increase in funds is anticipated at this time.</p>	
3	Provincial Grant Funding – Restricted	<p>Restricted grants have restrictions dictating how the grant funds must be spent by the receiver. These grants are recorded as revenue only when eligible expenses have been incurred.</p> <ol style="list-style-type: none"> 1. ITC was awarded a grant of \$25,000 from the Habitat Conservation Trust Foundation in fiscal 2020/21 which was unspent in that year. Of this amount, the final \$2,000 will be spent in fiscal 2022/23. <p>The planned \$2,000 spending in FY2022/23 will be reflected as revenue in the draft budget, along with the related expenses the grant will pay for, which are included in their respective areas.</p> <ol style="list-style-type: none"> 2. IT was awarded \$367,000 from the Province via UBCM under the Local Government Development Approvals Program to implement best practices and innovative approaches to improve applications approvals processing. 	<p>Signed grant agreements between:</p> <ul style="list-style-type: none"> - ITCB and Habitat Conservation Trust Foundation (HCTF) - IT and UBCM for the Local Government Development Approvals Program <p>Other grants as identified and approved.</p>
4	Federal Grant Funding – Restricted	<p>Restricted grants have restrictions dictating how the grant funds must be spent by the receiver. These grants are recorded as revenue only when eligible expenses have been incurred.</p> <p>ITC has been awarded a multi-year grant totaling \$597,000 for work related to Species at Risk in the Trust Area. This grant was signed in October 2020. Of the total funding awarded, \$205,000 relates to work to be performed in fiscal 2022/23. As such this amount is recognised as revenue in the draft budget, along with the related expenses the grant will pay for. Related expenses are included in their appropriate area of spending and are not shown separately as their own line item.</p>	<p>Signed grant agreement between ITCB and Environment and Climate Change Canada.</p>
5	Property Taxes - General	<p>Assumed property tax revenue will be required to balance the Islands Trust budget. Assumed the full balance requisitioned will be received by Islands Trust under normal timelines.</p> <p>It is assumed that there will be increased pressures on taxation in the coming budget year as a result of:</p>	<p>Draft budget expenditures less amortization expense, less other revenue sources.</p>

		<ul style="list-style-type: none"> - Reduced minimum balance surplus levels, meaning less funds available to draw from to balance the budget as has been historical practice of the Trust. - Anticipated increases in the operating budget - Anticipated increases in project budgets 	
6	Property Taxes - Non-Market Change (NMC) in Tax Base	The property tax base within the Islands Trust Area will grow due to new development activity and changes in use. Assumed that jurisdictions 763 and 764 remain an appropriate representation of the NMC within the total Trust Area.	<p>Draft 1, Version 2 of the budget includes NMC information as of March 2021 which is the most current information available.</p> <p>Future budget versions will be updated for the December NMC information when released by BC Assessment in January.</p>
7	Property Taxes – Special Requisitions	the SSI LTC has requested by way of resolution, a special levy to continue the SSIWPA work. They have also included a request to fund specific water projects from the SSIWPA reserve funds.	<p>Trust Council Policy 6.3.2 Special Property Tax Requisitions</p> <p>SSI LTC resolutions</p>
8	Property Taxes – Bowen Island Municipality	Assumed relevant policy regarding this requisition will remain unchanged.	Trust Council Policy 7.2.6 Municipal Property Tax Requisition Calculation
9	Investment Income	Assumed interest income will be lower than older historical levels, but higher than the fiscal 2020/21 year where rates were significantly impacted by the COVID-19 pandemic. Assumed Islands Trust will continue to invest in conservative investments in line with legislation. Assumed sustainable investment vehicles will be secured for a portion of invested funds to align with Trust values.	Islands Trust Act, Community Charter , current interest rate trends and investment advisor information.
10	Other Grant Funding	<p>Islands Trust will continue to monitor grant opportunities available for corporate work, but does not expect significant new inflows of revenue from this source over and above what is reflected in the draft budget.</p> <p>Any budgeted revenue from grant funds for projects will be offset by a budgeted expense for the same amount, to ensure appropriate conservatism in the budget.</p>	Current grant programs available to Islands Trust and historical inflows of grant funding, adjusted for change in staff hours dedicated to the grants function in light of job description revamp associated with this position.

EXPENSES

	ITEM	ASSUMPTION/PRINCIPLE	DATA SOURCE
11	Inflation	The cost of goods and services will rise in line with inflation. Application of this assumption is not applied in a direct manner whereby all expenses are increased by a percentage. Rather, where real spending trends are analysed for purposes of generating a budget figure,	Consumer Price Index (CPI) for Victoria, as reported for the month of December by BC Statistics (based on Statistics Canada data), to assess if

		historical averages are most frequently rounded upwards, with special considerations given to expenditure types experiencing higher than typical increases, including standard rates for contractors where work is most often completed by external parties (i.e.: strategic plan projects).	current inflation accommodations are appropriate.
12	Staffing Levels	<p>Assumed Island Trust management will bring forward funding requests for additional staff positions if desired, or revised staffing complements that result in budget increases.</p> <p>Decreased staffing levels may result in a reduced level of services, functions, or quality of work.</p> <p>New functions or services may require either additional staffing or the deletion of some existing functions or service levels.</p>	<p>Current staffing levels, plus potential forthcoming new staff requests.</p> <p>2018 Local Planning Services Review (LPS staffing levels).</p>
13	Staffing Salaries and Benefits	<p>Assumed that staff will continue to be appointed subject to the <i>Public Services Act</i> and the <i>Public Service Labour Relations Act</i>, in accordance with the <i>Islands Trust Act</i>.</p> <p>Assumed costs for staff salaries and benefits will rise in accordance with relevant legislation and union agreements.</p>	<p>Public Service Labour Relations Act (all staff). Public Services Act and PSA Policy on salary administration for management employees (exempt staff). BCGEU union agreement (union staff). Public Service Agency (benefits costs/rate, all staff) – based on prior year benefit rate in the absence of information from PSA whose timing is delayed due to provincial budget delays.</p>
14	Trustee Remuneration	<p>Assumed that no changes will be made to the guiding policy for Trustee Remuneration.</p> <p>Assumed that the number of meetings requiring payment to trustees will remain similar to fiscal 2021/22 figures.</p> <p>It is assumed the current planned release schedule of the 2021 census information will be realised, making 2021 census information available in February 2022, in time to update trustee remuneration for Trust Council’s budget approval in March 2022.</p>	<p>TC Policy 7.2 Trustee Remuneration. (census information 2016 (V1/2021 V2), stats Canada CPI information, Folio information from BC Assessment)</p>
15	Office Facilities	<p>Assumed that office locations for staff will remain in Victoria, on Salt Spring Island and on Gabriola Island.</p> <p>Islands Trust management is exploring opportunities to share office space with other Provincial agencies in Nanaimo, BC in future years. With the adoption of a more</p>	<p>TC Policy 7.4.4 On-Island Trustee Offices.</p> <p>Existing multi-year office leases.</p>

		<p>remote workforce at the Trust, real estate needs on Gabriola Island may shift, providing an opportunity to re-evaluate our needs in the current climate. Consideration of retaining a presence in Gabriola Island in a smaller capacity is part of the ongoing assessment.</p> <p>Assumed that Islands Trust will continue to lease office space for trustees on Denman Island, Galiano Island, North Pender Island, Mayne Island, and Saturna Island subject to trustee needs.</p>	
16	Local Planning Services	<p>Assumed that Islands Trust Council will continue to provide sufficient funding for LTCs to carry out their primary function of land-use planning and regulatory activities within their local trust area, as permitted by the <i>Islands Trust Act</i>.</p> <p>OCP and LTC project budgets are distributed between LTCs as they seek funding for various projects. Smaller projects with estimated costs less than \$5,000 continue to be funded by the lump sum budget for LTC project work which LTCs can draw from throughout the year.</p> <p>OCP and LTC projects with estimated costs greater than \$5,000 will require a funding request from the LTC, for consideration by Trust Council.</p>	<p>Local Planning Services Review 2018</p> <p>TC's Strategic Plan 2018-2022</p> <p>TC Policy 5.9.1 Best Management Practices for Delivery of Local Planning Services to Local Trust Committees</p>
17	Planner Resource Allocation	<p>The current work program system which determines the allocation of planner time to LTCs and projects will change during the implementation of the LPS review.</p> <p>In 2021/22 resources will continue to aim for fair distribution of time between the three planning regions (North, South, Salt Spring) as LPS transitions to the new system. Policy amendment recommendations are expected in the 2021 year to better prioritise planning resource allocation.</p>	<p>LPS Review 2018</p> <p>TC's Strategic Plan 2018-2022 implementation</p>
18	Strategic Plan Projects	<p>Assumed projects underway as part of the current strategic plan will be seen through to completion.</p>	<p>TC's Strategic Plan 2018-2022</p>
19	Elections Cost	<p>Trustee elections will take place in October 2022. It is assumed Islands Trust will secure outside parties to conduct trustee elections (usually regional districts) as has been past practice. As such, it is assumed that elections costs will be incurred at similar rates as previous elections, with adjustments for inflation.</p> <p>Historically elections were funded by a draw from surplus funds. With the reduction in the general revenue surplus fund balance due to the current fiscal year planned</p>	<p>Historical elections costs adjusted for inflation.</p>

		spending, considerations may be made during the budget cycle to fund this expense via other means.	
	ITEM	ASSUMPTION/PRINCIPLE	DATA SOURCE
20	General Surplus	Assumed the current review of surplus funds being undertaken by FPC will be complete and any revisions to minimum balances or how surplus is used will be incorporated in time for the approval of the 2022/23 budget.	TC policy 6.5.1 Reserves and Surplus , section D.6, amended, recommends a minimum level of General Revenue Surplus as “2.4 months (or 20%) of expenses net of 2.4 months of revenue, excluding revenue from property taxes or the provincial grant”.
21	LTC-Specific Reserve Fund	Assumed Trust Council will continue to make use of the LTC-Specific Reserve Fund where any balance remains at the end of the fiscal year.	Estimate from Director, LPS based on known and anticipated projects.
22	Special Property Tax (SSIWPA) Surplus Fund	Unknown at this time if the SSI LTC unspent special property tax balance at fiscal 2022 end will be requested for spending in the 2022/23 budget.	TC resolution #2020-086 SSI LTC resolutions
23	Significant Unusual Circumstances	<p>The COVID-19 pandemic is ongoing. The ramifications of this are likely to continue in some capacity into fiscal 2022/23, impacting the way in which we do business. Many of the new processes that have been adopted during the pandemic will continue permanently in some capacity in the future.</p> <p>Significant new processes expected to continue into fiscal 2022/23 include:</p> <ul style="list-style-type: none"> - Hybrid meeting models for public meetings and some internal staff meetings - A more remote workforce, which may impact office real estate needs - Vaccine mandates for IT staff and contractors may impact the ability of Islands Trust to complete all planned work, should staffing levels be reduced and contractor options be significantly limited. <p>The impacts of these factors will be captured in the budget as much as is possible to estimate.</p>	Provincial Health Officer restrictions , Islands Trust CAO policies, Trust Council and Council Committee resolutions

Resolutions Referenced, in order of mention:

TC 2020-086

THAT Trust Council authorize the Salt Spring Island Local Trust Committee to use unspent special property tax requisition funds from previous fiscal years to undertake water sustainability projects that do not require coordination through the local trust committee's (LTC's) delegated authority under Trust Council Bylaw No. 154.

- Where can business be conducted differently to realize financial savings without significant impact to work outcomes? (i.e.: commitments to more electronic meetings by Council Committees, Trust Council, all staff meetings, etc.)
- Can work programs be reduced in a way that makes sense strategically as well as financially? i.e.:
 - Is the current project list for RPC/LTCs achievable in one fiscal year in light of work already underway?
 - Should considerations be made to reduce planned work to account for a 'shortened' year due to elections taking place in November 2022?
 - Does it make sense to start projects that cannot be completed before the 2022 election, acknowledging that a new LTC/TC may have different priorities?
 - How do projects fit into the overall long-term plan for Trust initiatives?
 - Given current workloads, should new projects be started without the addition of new staff resources? Has sufficient evaluation be undertaken to assure existing staff resources can complete proposed projects?
 - What, if any, LTC projects might be more appropriately funded by special property tax requisition rather than via general taxation? (see TC's [policy 6.3.2 Special Property Tax Requisition policy](#)).
 - Are there high-impact, low-dollar projects that can be prioritized? (Low dollar projects are typically those that do not require consultant time).
 - Should 'space' in the budget be created to allow for implementation of recommendations falling out of the governance review?
 - Etc.

In considering operational spending, Trust Council may find it useful to review the budget reduction exercise undertaken by staff and FPC in November 2020, which can be found in the [November 2020 FPC meeting agenda](#).

In general, a 1% tax reduction is accomplished by reducing planned spending by approximately \$71,000.

SUMMARY COMPARISON TO PREVIOUS FISCAL YEARS

Comparison to previous budget - A comparison to the previous budget year is helpful to understand possible impacts to taxation levels, as tax requisitions are based on budgeted figures.

The current draft 2022/23 budget presents an overall increase of 5% (\$498,232) over the approved budget for fiscal 2021/22. The largest contributing factors to the increase are as follows:

- An increase of \$21,780 in communications and fundraising, to support communications about new census results, updating island profiles and other publications, and additional contract support for ongoing communications work.
- The inclusion of \$141,000 in elections expense for the upcoming elections, plus \$14,900 in new trustee computers.
- An increase of \$18,000 in office lease costs, due to rising operational costs as part of the lease for the Victoria office space.

- An increase of \$130,000 in salaries expense due mainly to staff increases governed by collective agreements and the Public Service Agency.
- An increase of \$24,000 in training, acknowledging the staff training gap that has been seen due to workloads and the pandemic.
- An increase of \$15,000 in trustees remuneration, per policy.
- An increase of \$127,500 in project budget requests, including strategic projects, LTC projects, and operational projects.

Comparison to previous year actual results - A comparison to actual operating expenses from previous fiscal years is helpful to determine real trends in spending levels which help to inform budget development for future fiscal years.

The current draft 2022/23 budget presents an overall operating budget increase of 16% (\$1,201,348) over *actual* operating expenses for fiscal 2020/21 (two fiscal years of separation). The 'operating budget' figure is the total budget less capital purchases, as capital purchases receive different treatment in Islands Trust budget reporting than they do in actuals reporting. As such, they need to be excluded for purposes of budget to actual comparisons. A subtotal for the operating budget is shown in the numerical budget detail.

The largest contributing increases in the operating budget compared to actual expenses in 2020/21 relate to:

- An increase in planned communications and ITC fundraising (+46,079)
- An increase for elections expense (+141,000)
- An increase in insurance costs (+17,384)
- An increase in ITC ecosystem mapping (+20,000)
- An increase in meeting expense (+50,816)
- An increase in training and conference expense (+41,565)
- An increase in staff travel (+53,835)
- An increase in planned staff salaries and wages (+805,363)*

**due to underspending against salaries budget in FY2021 (\$250K), an increase in the FY2022 salaries budget (\$427K), and an increase in the FY2023 salaries budget (\$130K). Approximately \$100,000 of this relates to ITCB staff funded by grant monies.*

Project expense comparatives are provided in the Budget Detail but are potentially less helpful for future year decision making as projects vary from year to year based on Council priorities and could have very different costs depending on the nature of work being completed. Of note, however, is that total actual strategic item project spending over the last four fiscal years has not exceeded \$300,000 in any given year, compared to the current draft 2022/23 budget which plans for \$254,500 in strategic plan project spending.

DRAFT 2022/23 BUDGET - OVERVIEW

Planned Revenues:

External sources of revenue include taxes, levies, grant funding, investment income, and application fees. Internal sources of revenue, when used to balance the budget, comes from

funds held in the Islands Trust accumulated surplus funds and reserve funds, specifically, the General Revenue Surplus Fund (GRSF) and the LTC Project-Specific Reserve Fund (LTCPSRF).

Local Trust Area (LTA) Taxes:

Local Trust Area taxes total \$7,815,780 in the draft budget. The total increase in tax revenues from LTAs over last year's budget is 10.4% (\$736,010). This amount is comprised of:

- A proposed average tax increase of 9.70%, (\$686,738) across Local Trust Areas (LTAs) to cover ongoing annual operational costs.
- An anticipated 0.70% (\$49,272) average tax increase across Local Trust Areas (LTAs) to account for the Non-Market Change (NMC) factor, which is an increase to the tax base for new construction, developments, changes in land-use. This figure is based on the NMC Roll Comparison report from BC Assessment as at March 2021, which is the most recent available report. This figures will be updated for the December 2021 information once available.

Bowen Island Municipality (BIM) Taxes:

The BIM tax requisition is calculated at \$361,230 in the draft budget. This is a total increase over last year's budget of 16.1% (\$50,042). This amount is expected to be collected from the existing property base as well as NMC factors, estimated as follows:

- An estimated increase of 14.9% (\$46,370) from the existing tax base; plus
- An estimated 1.2% (\$3,672) generated from new tax base associated with NMC factors. This figure is based on the NMC Roll Comparison report from BC Assessment as at March 2021, which is the most recent available report. This figures will be updated for the December 2021 information once available.

This represents a sizeable increase. In part, this increase is inflated because recent previous budgets have been reduced in areas that BIM contributes to, due to the pandemic, such as Trust Council meeting costs and staff travel. When compared to the most recent non-pandemic budget (2019/20), the draft 2022/23 BIM levy represents an approximate 9.6% increase over a three year period.

Special Tax Requisitions:

The Salt Spring Island (SSI) LTC has requested that Trust Council approve a special property tax requisition to continue the work of SSIWPA. The requested amount is \$75,500, consistent with the previous year's budget. The LTC has submitted reports attached to this agenda to support their request.

Grant Revenues:

Total grant revenues in the draft budget amount to \$768,500, broken down as follows:

- The annual unrestricted provincial grant has been budgeted at historical levels of \$180,000 (2021/22- \$180,000). Executive Committee and Trust Council are tasked with strategizing an approach to request more funding from the province, however as this project has not moved forward, no new information is available to support amending the value of this revenue stream.
- A restricted multi-year federal grant has been awarded to ITC totaling \$597,000 for work work related to Species at Risk in the Trust Area. This grant was signed in October 2020. Of the total funding awarded, \$213,500 relates to work to be performed in fiscal 2022/23. This

amount is recognised as revenue in the draft budget, along with the related expenses the grant will pay for. Related expenses are included in their appropriate area of spending.

- A restricted provincial grant from UBCM as part of the Local Government Development Applications Processing initiative has been awarded to IT totaling \$367,000 to undertake work to improve existing processes associated with processing land use applications at the Trust. This grant was awarded in September 2021. Of the total funding awarded, staff expect to spend all \$367,000 in fiscal 2022/23. As such this amount is recognised as revenue in the draft budget, along with the related expenses the grant will pay for. Related expenses are included in their appropriate area of spending and are not shown separately as their own line item.
- Contingent grant income is estimated at \$8,000 (2021/22- \$8,000) for Islands Trust. This amount remains the same as previous years as resources dedicated to the grant management function have been reduced in favor of dedicating staff time to other tasks under Trust Area Services. To acknowledge the inherent uncertainty and contingent nature of these contingent grant revenues, an equal and offsetting amount has been included in planned expenditures to ensure a balanced budget even in the event that no grant income is realized in the fiscal year.

Other Revenue Sources:

- Fees and Sales from applications is set at \$311,440 (2021/22 - \$120,000) based on a revised estimate methodology due to Trust Council's revised [Applications Processing Policy](#) with updated model fees that is expected to be adopted by all LTCs in advance of next fiscal year. Fees in the new model fees bylaw have been reduced by 20%, and multiplied by planning staff anticipated application volumes (based on a 4 year average of actual volumes from the fiscal years 2017-2020), by type, to generate an estimate of fees revenue for next fiscal year. No adjustments have been made for the possibility of fewer applications being submitted as a result of the higher fees.
- Interest and other income is budgeted at \$30,000 (2021/22- \$60,000) based on estimated investment returns on the investment of 2022/23 property tax funds, and assumes interest rates will remain low.

Surplus Funding:

No draw from the general revenue surplus fund (GRSF) or the LTC project specific reserve fund (LTCPSRF) are included in the draft budget.

Staff have used second quarter forecasted figures to estimate the balance that may remain the GRSF and the LTCPSRF at the end of the current fiscal year to be \$1.86M and \$36,089, respectively. Funds in the LTCPSRF may be used to fund LTC projects, as desired by Council, which would alleviate approximately 0.5% of the tax increase. The excess funds in the GRSF are calculated at approximately \$180,000 based on forecasted figures, which has not be included in the budget as a source of funding at this time. Staff will receive direction to include surplus funds as a revenue source if desired by FPC/Trust Council. Inclusion of both of these amounts may reduce taxation to the range of 6.5% - 7.5%, depending on where the funds are directed.

An amount of \$40,900 is included as a draw from the Special Property Tax fund to cover the SSI LTC's SSIWPA project to develop a strategic plan for watershed stewardship and protection.

Planned Expenditures:

The largest budgeted expense to Islands Trust remains staff salaries and benefits expense, at \$5,654,187 in the 2022/23 draft budget (2021/22- \$5,524,162), representing 59% of the overall draft budget. Staffing levels, by department, expressed as Full-Time Equivalents (FTE), are broken down as follows:

**represents inclusion of a 0.3FTE co-op student*

- Executive and Legislative Services – 2.8 FTE
 - Trust Area Services – 4.6 FTE
 - Islands Trust Conservancy – 7.9 FTE*
 - Local Planning Services – 30.3 FTE**
 - Bylaw Enforcement – 4.6 FTE
 - Administrative Services – 9.0 FTE
- TOTAL = 59.1 FTE

Factors influencing this expenditure line item include:

- Changes to staffing levels and complements from the previous budget:
 - The addition of a 0.6FTE ITC Communications Specialist, budgeted at approximately \$52,000 including base salary and benefits. This role is funded from Trust funds, not grant funds. A business case for this new position was presented to the ITCB, who has forwarded it to FPC/TC for consideration as part of their overall budget request of Trust Council. FPC/TC may request additional information of the ITCB on this new staff position if desired.
- Staff salaries and benefits have been adjusted from previous years for the following factors:
 - A 2.0% wage increase for all BCGEU staff members, effective April 1, 2022. This amount is an estimate only, as the new BCGEU master agreement taking effect that same date is not yet released. This amount will be revised when the new agreement is available, as needed.
 - An adjustment for 41 BCGEU staff who will move up 'steps' in their range in the fiscal year (3.0% per step per person).
 - An effective up-to 1.5% wage increase (i.e.: a 2.0% increase four months into the fiscal year) for excluded staff members to anticipate potential increases from PSA received in the fiscal year.
 - An analysis of historical staff overtime was performed in the previous fiscal year and used to budget for estimated overtime in fiscal 2022/23. Overtime costs currently make up approximately \$40,818 (2021/22- \$44,128) of the total salaries and benefits expense, which equates to approximately \$51,186 (2021/22- \$54,939) when grossed up to include the cost of benefits associated with potential payouts of this expense.
 - Benefits expense on base salaries remains calculated at 25.4% of gross salaries, consistent with prior years, and is estimated at \$1,136,333 (2021/22- \$1,030,666). This payment to PSA is made to pay for items such as: employer portions of CCP, EI, EHT, and pension contributions for staff; extended benefit plan premiums for staff; and other fringe benefits for staff. The actual rate for next fiscal year will be received by PSA later in the budget cycle and will updated in the budget draft when received.

- No allowance for staff turnover has been made in the 2022/23 draft budget (2021/22 – \$nil) as it is expected any savings realized through staff vacancies will be offset by the hiring of temporary or contracted human resources to ensure adequate production of planned work for the fiscal year.

Trustee remuneration remains quantified by Trust Council [Policy 7.2.1 Trustee Remuneration](#) amounts to \$604,799 in the 2022/23 draft budget (2021/22- \$589,877). Factors influencing this figure include the following:

- An anticipated 2.0% increase to base remuneration to adjust for CPI changes, based on recently reported annual inflation figures for the Victoria area. This rate will be adjusted for to reflect final Statistics Canada inflation rates at the end of the calendar year.
- No change to population figures which are updated every five years in line with census reports issued by Statistics Canada.
- Adjustments for the number of folios by LTA as provided by BC Assessment.
- Inclusion of employer CPP contributions at new rates of 5.70% and 5.95% as at January 1, 2022 and January 1, 2023 respectively.
- Extended benefit premiums have been increased slightly to account for EFAP services added to the benefits package, and are based on correspondence from UBCM for actual rates that will be in effect for the year.
- Employer Health Tax (EHT) remains at 1.95% of base salary.
- Inclusion of committee meeting remuneration for Council Committee members at a rate of \$150/meeting for Committee Chairs and \$100/meeting for Committee members. Six meetings for each of RPC, TPC, and FPC have been budgeted for, reflecting historical meeting frequency in election years.

Trust Council meeting expenses have been budgeted under the assumption that two meetings of Trust Council will be held in-person, and all additional meetings will be held electronically. This approach has been directed by FPC, and will be adjusted if Trust Council resolves to take an alternate approach. As the coming year is an election year, a November meeting is scheduled which is planned to be in person. It is therefore anticipated that one of Trust Council’s regular business meetings will be conducted in-person, and that all special meetings will be conducted electronically. Current planned spending for Trust Council meetings in the draft budget is \$54,000 (2021/22 – \$49,000).

Executive Committee meeting expenses are budgeted at \$5,000 (2021/22- \$3,000), which reflects a plan to undertake 2/3 of their meetings electronically, as recommended by FPC and resolved by EC.

LTC-direct expenses amount to \$68,400 (2021/22- \$68,400), which is consistent with the previous budget year. This figure requires review, as LTC meetings will once again be held in person with increase travel costs for LTC chairs, as well as increase venue rental costs. A logistics review of the return-to-live meetings is underway, and once finalized the budget will be updated to reflect budgetary needs, as required. Actual spending in this area in the last election year was \$75,000 which may be a more accurate representation of where the draft budget should be. This will bring an increase of approximately \$6,600 to this budget line.

LTC project expenses are budgeted at \$257,000 (2021/22- \$204,000) for LTC projects with funding requests already submitted (\$231,000), plus an allowance for upcoming, currently unknown LTC projects (\$26,000). A breakdown of LTC project funding requests is as follows:

HO OCP Amendment Review	HO	15,000
GAB Housing project	GAB	77,500
GM OCP	GM	17,000
DE OCP and LUB Housing and ST Rentals Review	DE	13,500
SSI Protection CDF Zone and Assoc. Ecosystems	SSI	32,000
SSI Ganges Village (phase 2)	SSI	51,000
SSI Housing Action Program (phase 2)	SSI	25,000
TOTAL LTC Project Requests		<u>\$231,000</u>

LTC projects have historically been funded from monies in the Special Purpose LTC Project Reserve fund. The amount estimated to be available in the LTCPSRF to fund these projects is approximately \$36,089. Staff will receive direction to use these funds for specific projects as directed.

Planning staff have completed an assessment of the feasibility of completing all LTC projects in a single fiscal year, and an election year. This assessment report is included with the budget materials to assist Trust Council in their budget decisions. Deeper analysis is feasibility of these requests may be undertaken as needed and requested.

Islands Trust Conservancy expenses, excluding ITC staff salaries and benefits of \$656,368, amount to \$256,790 in the 2022/23 draft budget (2021/22- \$253,155). Significant changes in this amount include:

- An increase to property management costs to reflect new nature reserves and covenants.
- An increase in staffing of approximately \$53,000 for a 0.6FTE Communications specialist.

Detail on the formal budget request from the ITCB is attached to the agenda for review. The ITCB meeting agenda and minutes where budget items were discussed can be viewed on the Trust website [here](#). There is no recording for this meeting.

Office leases and associated costs amount to \$467,700 (2021/22- \$447,600). Main staff office spaces remain in Victoria, and on Gabriola Island and on SSI. Smaller on-island office leases remain in use on Galiano Island, Mayne Island, Pender Island, Saturna Island, and Denman Island used mainly by trustees and LPS staff for meetings with members of the public. Small increases have been seen in many of the office spaces, as well as increased cleaning rates for island offices. The Gabriola office lease is currently under renewal and revised rates will be reflected in the next budget version, likely increasing costs for this space. Assessment of office needs in the northern region are underway and any decisions on this topic will be reflected as necessary.

Insurance costs have once again risen and are budgeted at \$192,000 (2021/22- \$185,000), based on renewal amounts with our existing insurer for the current fiscal year. Almost all of this increase relates to General Liability and Errors and Omissions insurance coverage, which provides professional liability coverage for staff and directors liability coverage for trustees. The premium for this insurance plan continues to increase due to continued hardened insurance markets and an extended period of claims history reviewed by insurers. Staff are continuing conversations with MIABC to assess if a move to this insurance group could be of benefit.

Legal Costs (General, Bylaw enforcement litigation, Litigation defense) have been budgeted at a total of \$265,127 (2021/22- \$265,128). Legal General remains budgeted at \$90,029 consistent with the 2021/22 budget, in line with spending trends in this area. This area of funding pays for legal opinions, interpretations and advice on various topics not associated with litigation or

claims files. Legal for Bylaw Enforcement remains budgeted at \$85,048 consistent with the 2021/22 budget, which accounts for existing levels of enforcement on the islands. Legal Litigation is budgeted at \$90,050, consistent with the previous budget, but lower than 2020/21 actuals. Staff will review this budget line when forecasts are prepared in November and make upward adjustments as deemed necessary in the next version of the budget. This is a difficult item to budget for, and while consideration for known claims can be made, there is no way to know what may come forward in the year. An alternative approach to an increased budget would be to budget for a lower expense in this area, and draw on accumulated surplus funds should this additional funds be required in the year for increased litigation. This puts extra pressures on the surplus fund however, which is already feeling pressure in light of reduced policy minimums and a likely sizeable draw from the fund in the current fiscal year.

Software Support and Licensing expenses are budgeted at \$86,000 (2021/22- \$103,900), which includes costs for the many software systems used by the Trust in their everyday work. New or rising costs in the draft budget are associated with GPS locator systems for staff working in remote locations, which will begin to be a more frequent occurrence again as the pandemic travel restrictions have been loosened over the former budget year; Costs for ConnectWise - a support tool allowing IS staff to easily assist staff with technology concerns who are working remotely; and CanvaPro – graphic design tool proposed by the Communications team. The former budget included \$30,000 for a Microsoft Windows upgrade which will be complete by the end of the current fiscal.

Computer Hardware and Software expenses have been budgeted at \$51,800 (2021/22- \$29,200) which includes costs to purchase new computers for staff whose machines are nearing or are at end of life, as part of the ongoing refresh cycle of computers at the Trust and \$21,000 for a new server backup system to accommodate increased data loads seen with greater use of electronic documents in the organization. An amount of \$14,900 is also budgeted for the purchase of new trustee hardware for the start of a new term of trustees. Staff are considering the possibility of repurposing existing trustee hardware for new trustees in their first year of term, delaying the purchase of new hardware for one fiscal year, in an effort to alleviate financial pressures in the current budget cycle. IS staff consider this approach to be an unfavorable support model, preferring to provide new machines which generally carry less risk of problems that require support or remediation. Conversations are ongoing and any revised approach will be updated in the next version of the budget. Delaying the purchase of new trustee hardware would reduce the draft budget by approximately \$14,000.

Contracted Services are budgeted at \$48,000 in the 2022/23 draft budget (2021/22- \$45,000) for services acquired from external providers, generally related to specialized areas of work. The bulk of this planned spending (\$33,000) relates to billings from the Public Service Agency (PSA) for payroll processing and human resource services. An additional amount for finance systems support of \$5,000 is also included, consistent with the prior year budget and reduced from historical amounts. An amount of \$10,000 is included for FOI assistance at the request of the legislative teams.

Staff intend to remove the contracted services line from the budget, and move budget amounts from this line to other areas more representative of the work they accomplish. 'Contracted Services' does not provide indication of what services are obtained, but speaks only to how they are acquired which has less relevance for financial reporting purposes. Finance staff will reflect this change in a future version of the budget. No change in dollars will come from this presentation adjustment.

Strategic plan projects with budget funding requests reflect the initiatives approved by Trust Council as part of their strategic plan, and amount to \$298,700 (2021/22- \$469,400), broken down in the following list.

- Reconciliation Action Plan implementation (no business case) \$17,000 (EC)
- Policy Statement amendment \$ 5,000 (EC)
- Website Design/Functionality updates \$15,000 (EC)
- Develop Model Density Bonus Bylaws (Affordable Housing) \$10,000 (RPC)
- FWSS - Freshwater FN Report Formatting \$6,000 (RPC)
- FWSS - Freshwater Sustainability Reporting Program \$20,000 (+ \$21,000 *co-op salaries exp*) (RPC)
- FWSS - Groundwater Sustainability Science Program \$50,000 (RPC)
- Heritage Overlay Mapping & Model Bylaws (Phase 2) \$74,000 (RPC)
- Climate Change Indicators \$25,000 (TPC)
- Stewardship Education Program \$17,500 (TPC)
- Secretariat Services \$15,000 (TPC)

Business cases outlining rationale for each funding request is attached to the agenda, except where otherwise noted in the list above. Of note:

- No plan is currently in place by staff to bring forward a business case for the Reconciliation Action Plan implementation, however FPC may request that one be submitted for the next budget review if desired.
- The TPC meeting agenda, minutes, and video recording where budget items were discussed can be viewed on the Trust website [here](#) and [here](#). Business cases for specific items will be reviewed at the TPC meeting scheduled for October 29, 2021.
- The RPC meeting agenda and minutes where budget items were discussed can be viewed on the Trust website [here](#) and [here](#).
- The EC meeting agenda, minutes, and video recording where budget items were discussed can be viewed on the Trust website [here](#) and [here](#).

Operational projects with budget funding requests reflect initiatives of staff as part of their assessment of operational needs and areas of continued improvement, and include the following:

- LG Development Approvals Program: LPS \$367,000 (paid by grant funds)
- Electronic Documents Management \$ 6,500

Business cases for funding requests associated with these operational initiatives are included in this agenda package for review. All business cases should be reviewed for a fulsome understanding of requests and proposed projects.

Surplus funds in the General Revenue Surplus Fund have been estimated at \$1.8M versus the minimum required under policy of \$1.63M. The excess of approximately \$182,000 has not be included as a draw from surplus funds in the draft budget, however staff will receive direction to draw on these funds if desired.

Available funds in the LTC Project specific reserve fund are estimated at \$36,089. A draw from this fund has also not been included in the budget, however staff will receive direction to draw on these funds if desired.

ATTACHMENT(S):

1. Draft Budget 2022/23 Detail
2. Strategic and Operational Initiatives: Summary + Business Cases
3. LTC Project funding requests: Summary + Business Cases
4. LPS Projects - Feasibility Assessment
5. Islands Trust Conservancy Board Budget Request
6. Special Tax Requisition Funding

FOLLOW-UP:

As directed.

Prepared By: Director, Administrative Services
Reviewed By:

ISLANDS TRUST
BUDGET DRAFT:
2022/23

Amt to balance budget, excluding amort = - - - - - (0) (0)

		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Budget-Budget Comparisons		Budget-Actual Comparisons	
		ACTUALS	ACTUALS	ACTUALS *elections*	ACTUALS	ACTUALS	BUDGET	Draft BUDGET	Budget Change \$	Budget Change %	Draft budget vs 2020/21 Actuals	Draft Budget to 2020/21 Actuals % change
REVENUE												
40300	Fees & Sales	136,863	139,199	166,154	102,051	168,378	120,000	311,440	191,440	160%	143,061.76	85%
45000	Provincial Grant - Unrestricted	177,880	180,000	180,000	180,000	180,000	180,000	180,000	-	0%	-	0%
	Provincial Grant - LG Development Applications						-	367,000	367,000	#DIV/0!	367,000	#DIV/0!
	Provincial Grant - Restricted (HWI)						156,000	-	(156,000)	-100%	-	#DIV/0!
	Provincial Grant - Restricted (ITC Conserv. Stimulus)						22,000	-	(22,000)	-100%	-	#DIV/0!
	Federal Grant - Restricted (ITC SAR)					187,001	205,000	213,500	8,500	4%	26,499	14%
49001	Contingent Grants - Projects	16,965	0	8,329	13,201	32,579	8,000	8,000	-	0%	(24,579)	-75%
46000	Property Tax Levy - LTA	6,249,834	6,312,332	6,312,331	6,696,752	6,783,141	7,079,770	7,079,770	736,010	10.4%	296,629	4%
9.70%	Property Tax Levy - LTA General Increase			126,247				686,738				
0.70%	Property Tax Levy - LTA NMC Increase			63,123				49,272				
	Special Tax Requisition - SSI LTA (SSIWPA)	110,500	98,500	98,500	98,500	75,500	75,500	75,500	-	0%	-	0%
	Property Tax Levy - Bowen	223,418	242,680	293,933	329,634	303,026	311,188	311,188	50,042	16.1%	8,162	3%
14.9%	Property Tax Levy - Bowen General Increase							46,370				
1.2%	Property Tax Levy - NMC Increase							3,672				
48000	Interest Income	63,629	71,295	104,385	102,281	22,054	60,000	30,000	(30,000)	-50%	7,946	36%
47000	Transfer from General Revenue Surplus Fund		0				373,660		(373,660)	-100%	-	#DIV/0!
47000	Transfer from LTC Specific Reserve Fund		0				204,000		(204,000)	-100%	-	#DIV/0!
	Transfer from SSIWPA Reserve Fund						80,000	40,900	(39,100)	-49%	40,900	#DIV/0!
Total Revenue		6,989,304	7,060,801	7,361,694	7,684,271	7,752,786	8,875,119	9,403,350	528,232	6%	1,650,564	21%
EXPENSES												
50900	Amortization	67,668	92,719	79,978	175,329	188,759	218,000	188,000	(30,000)	-14%	(759)	0%
50950	Applications sponsored by EC	0	(5,312)	10,050	2,035	13,485	5,000	5,000	-	0%	(8,485)	-63%
new	NAPTEP Applications sponsored by EC			-	-	0	-	1,000	1,000	#DIV/0!	1,000	#DIV/0!
50960	History and Heritage Funding Grants-in-Aid	0	0	1,500	4,500	-	5,000	5,000	-	0%	5,000	#DIV/0!
51000	Audit	16,825	20,000	23,725	13,725	18,000	20,000	20,000	-	0%	2,000	11%
51500	Bank Charges & Interest	3,507	2,553	3,176	4,181	2,402	4,000	4,000	-	0%	1,598	67%
52500	Board of Variance	138	0	747	1,974	242	1,100	1,200	100	9%	958	396%
53500	Carbon Offset Purchases	549	(2,678)	300	(922)	(322)	-	-	-	#DIV/0!	322	-100%
54000	Committee Meeting Expense - FPC			5,965	2,269	-	-	1,000	1,000	#DIV/0!	1,000	#DIV/0!
54100	Committee Meeting Expense - RPC			3,049	1,526	-	-	1,000	1,000	#DIV/0!	1,000	#DIV/0!
54200	Committee Meeting Expense - TPC			4,973	2,200	50	1,000	1,000	-	0%	950	1900%
54300	Cultural Working Group			-	75	-	-	-	-	#DIV/0!	-	#DIV/0!
54500	Communications and ITC Fundraising	23,447	31,292	40,666	16,243	23,701	49,000	69,780	20,780	42%	46,079	194%
54580	FN Protocol Funds			-	1,831	955	-	-	-	#DIV/0!	(955)	-100%
55105	SW Support and Licensing	41,874	53,025	59,371	64,521	74,827	103,900	86,000	(17,900)	-17%	11,173	15%
55200	Internet	44,183	40,149	48,022	43,895	48,408	48,000	47,800	(200)	0%	(608)	-1%
55500	Technical Support	85,429	92,514	74,180	89,251	90,323	88,000	99,700	11,700	13%	9,377	10%
56000	Contingency	0	2,466	48	2,737	1,539	5,000	13,000	8,000	160%	11,461	745%
56500	Contract Services	134,385	294,396	96,265	66,801	74,407	45,000	48,000	3,000	7%	(26,407)	-35%
57000	Elections - General	0	0	125,868	-	-	-	141,000	141,000	#DIV/0!	141,000	#DIV/0!
57050	Elections - By-elections	0	0	14,997	61	-	-	-	-	#DIV/0!	-	#DIV/0!
60000	Insurance	107,162	106,422	106,588	119,259	174,616	185,000	192,000	7,000	4%	17,384	10%
61100	ITC - Board Honoraria	4,650	7,600	6,850	7,000	5,250	6,600	6,600	-	0%	1,350	26%
61200	ITC - Board Meeting Expense	8,618	14,100	11,451	8,982	101	6,925	1,500	(5,425)	-78%	1,399	1379%

ISLANDS TRUST
BUDGET DRAFT:
2022/23

Amt to balance budget, excluding amort =

		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Budget-Budget Comparisons		Budget-Actual Comparisons	
		ACTUALS	ACTUALS	ACTUALS *elections*	ACTUALS	ACTUALS	BUDGET	Draft BUDGET	Budget Change \$	Budget Change %	Draft budget vs 2020/21 Actuals	Draft Budget to 2020/21 Actuals % change
61210	ITC - Board Training & Conferences	2,298	1,398	94	3,010		2,000	2,000	-	0%	2,000	#DIV/0!
61300	ITC - Property Management	59,933	74,589	55,835	61,067	156,830	124,810	137,780	12,970	10%	(19,050)	-12%
61500	ITC - Conservation Planning & Land Securement	20,990	14,577	13,366	12,177	26,631	30,000	29,500	(500)	-2%	2,869	11%
61600	ITC - Ecosystem Mapping	0	18,981	22,000	1,449	0	20,000	20,000	-	0%	20,000	#DIV/0!
62000	Land Title Registrations	4,067	3,546	3,476	3,600	4,424	4,500	-	(4,500)	-100%	(4,424)	-100%
63000	Legal - general	60,345	96,598	73,003	80,475	89,780	90,029	90,029	(0)	0%	248	0%
63100	Legal - bylaw enforcement litigation	73,892	63,491	97,524	81,806	89,130	85,048	85,048	(0)	0%	(4,082)	-5%
63200	Legal - litigation defence	-109,009	27,100	64,387	89,639	118,913	90,050	90,050	(0)	0%	(28,863)	-24%
65000	LTC "Trustee Expenses"	9,502	8,857	6,928	4,745	1,000	5,000	5,000	-	0%	4,000	400%
65050	LTC "Executive Expense on LTC's"	22,155	23,832	18,274	14,458	164	12,000	12,000	-	0%	11,836	7210%
65200	LTC Meeting Expenses	40,212	37,948	37,579	39,150	29,257	36,000	36,000	-	0%	6,743	23%
65210	LTC Local Exp APC Meeting Expenses	7,296	5,190	5,745	8,096	3,278	5,400	5,400	-	0%	2,122	65%
65220	LTC Local Exp Communications	3,032	4,693	3,144	5,166	6,187	5,000	5,000	-	0%	(1,187)	-19%
65230	LTC Local Exp Special Projects	5,735	4,336	3,491	4,648	893	5,000	5,000	-	0%	4,107	460%
67000	Meeting Expense	126,247	129,426	167,826	136,652	15,784	59,000	66,600	7,600	13%	50,816	322%
67500	Memberships	13,657	14,208	13,406	13,822	7,073	15,210	13,900	(1,310)	-9%	6,827	97%
68100	Notices - Statutory & Non-Statutory	31,714	24,789	19,755	18,085	14,464	21,000	21,000	-	0%	6,536	45%
69000	Office - Lease costs	363,604	380,928	387,820	406,751	403,250	388,700	406,500	17,800	5%	3,250	1%
69005	Office - outside services	39,367	39,715	53,754	58,256	53,014	58,900	61,200	2,300	4%	8,186	15%
70000	Postage, Courier & Delivery	12,976	10,573	10,403	13,164	9,302	10,100	10,100	-	0%	798	9%
74000	Recruitment	11,199	8,801	6,471	4,216	4,197	6,000	6,000	-	0%	1,803	43%
74900	Safety	4,175	6,096	327	1,548	5,233	5,000	5,000	-	0%	(233)	-4%
75100	Sal & Ben - Salaries - Exec/TAS/ITC/FIN/HR/IS	1,621,684	1,716,731	1,747,836	1,940,821	2,030,866	2,242,986	2,314,989				
75110	Sal & Ben - Benefits - Exec/TAS/ITC/FIN/HR/IS	407,507	413,561	427,874	487,330	511,719	569,718	588,007				
76100	Sal & Ben - Salaries - Planners & RPMs	1,115,822	1,137,665	1,192,741	1,306,864	1,276,738	1,417,357	1,456,311				
76110	Sal & Ben - Benefits - Planners & RPMs	280,969	274,592	292,343	329,987	321,444	360,009	369,903				
77100	Sal & Ben - Salaries - Planning Support	353,243	366,740	351,127	390,031	407,852	466,087	448,557	130,024	2.4%	805,362	17%
77110	Sal & Ben - Benefits - Planning Support	89,289	88,450	86,195	97,666	102,615	118,386	113,934				
78100	Sal & Ben - Salaries - Bylaw	214,971	189,439	216,064	200,787	157,866	278,803	289,063				
78110	Sal & Ben - Benefits - Bylaw	54,417	45,636	53,134	50,270	39,724	70,816	73,422				
79000	Stationery & Supplies	50,779	52,256	52,546	47,775	30,094	34,200	33,000	(1,200)	-4%	2,906	10%
79500	Subscriptions	6,405	5,122	6,630	6,627	4,359	6,500	7,400	900	14%	3,041	70%
80100	Telephone	36,069	18,534	16,945	18,127	12,445	11,500	12,100	600	5%	(345)	-3%
80300	Mobile Devices	21,741	23,928	25,072	23,511	25,396	24,100	16,490	(7,610)	-32%	(8,906)	-35%
81100	Training - Organization-wide	8,837	2,297	3,524	2,886	1,344	3,000	5,000	2,000	67%	3,656	272%
81200	Training - staff recognition & meetings	13,472	19,566	16,837	17,529	5,053	4,000	16,000	12,000	300%	10,947	217%
81300	Training & Conferences	47,000	51,909	41,180	41,723	16,462	33,500	43,425	9,925	30%	26,963	164%
81305	Travel for Training	38,329	37,394	28,590	32,010	805	17,835	16,035	(1,800)	-10%	15,230	1891%
82300	Travel	82,370	108,337	74,427	84,624	18,524	59,072	57,129	(1,943)	-3%	38,605	208%
84100	Trustee Remuneration	373,293	383,213	387,062	415,456	524,971	522,180	533,099	10,920	2%	8,128	2%
84110	Trustee Remuneration - CPP Expense	16,107	16,049	15,937	16,345	17,563	18,898	19,400	502	3%	1,837	10%
84120	Trustee Remuneration - Health/Dental benefits	40,416	42,753	43,243	43,014	37,170	37,598	40,884	3,286	9%	3,714	10%
84130	Trustee Remuneration - MSP Benefits	31,846	29,627	18,122	13,200					#DIV/0!		#DIV/0!
84140	Trustee Remuneration - Pay in Lieu of benefits	4,000	4,000	3,500	1,333	1,000	1,000	1,000		0%	0	0%
84150	Trustee Remuneration - Employer Health Tax			2,268	9,715	10,344	10,202	10,415	213	2%	71	1%
84500	Trustee Remuneration - Executive on LTCs	69,565	72,045	73,558	75,281					#DIV/0!		#DIV/0!

ISLANDS TRUST
BUDGET DRAFT:
2022/23

		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Budget-Budget Comparisons		Budget-Actual Comparisons	
		ACTUALS	ACTUALS	ACTUALS *elections*	ACTUALS	ACTUALS	BUDGET	Draft BUDGET	Budget Change \$	Budget Change %	Draft budget vs 2020/21 Actuals	Draft Budget to 2020/21 Actuals % change
Operating Budget Subtotal		6,319,953	6,848,759	6,959,130	7,342,368	7,309,903	8,178,019	8,511,250	333,231	4%	1,201,347	16%
PROJECTS												
<u>LTA Projects:</u>												
73001	LTC Projects Funded by LTC Reserve Fund	58,002	58,406	57,713	33,023	27,384	204,000	257,000	53,000	26%	229,616	839%
	LTC Projects Funded by Approved Grants (590) - HWI						45,000	-	(45,000)	-100%	-	#DIV/0!
	LTC Projects Funded by Contingent Grants (590)			0	2,757	(1,083)	8,000	8,000	-	0%	9,083	-838%
	LTC Projects funded by Special Requisition Surplus Fund						80,000	40,900	(39,100)	-49%	40,900	#DIV/0!
	LTA Work Funded by Special requisition (SWIPPA)	105,894	91,524	96,571	45,256	67,736	75,500	75,500	-	0%	7,764	11%
73001-A	<u>Strategic Plan Projects</u>											
	Reconciliation Action Plan implementation							17,000				
	Policy Statement amendment							5,000				
	NAPTEP Regulation Exemption analysis							-				
	Website Design/Functionality updates							15,000				
	Develop Model Density Bonus Bylaws (Affordable Housing)							10,000				
	FWSS - Freshwater FN Report Formatting							6,000				
	FWSS - Freshwater Sustainability Reporting Program							20,000				
	FWSS - Groundwater Sustainability Science Program							50,000				
	Heritage Overlay Mapping & Model Bylaws (Phase 2)							74,000				
	Climate Change Indicators							25,000				
	Stewardship Education Program							17,500				
	Secretariat Services							15,000				
	Prior year Strategic Plan Projects	43,523	86,930	113,604	183,357	271,287	469,400	-	(214,900)	-46%	(16,787)	-6%
73001-B	<u>Operational Projects</u>							-				
	LG Development Approvals Program: LPS							367,000	367,000	#DIV/0!		
	LG Development Approvals Program: BE							-	-	#DIV/0!		
	LG Development Approvals Program: ITC							-	-	#DIV/0!		
	Electronic Documents Management							6,500	6,500	#DIV/0!		
	Prior year projects							-	-	#DIV/0!		
Projects Total		207,419	236,859	267,888	264,394	365,324	881,900	1,009,400	127,500	14%	644,076	176%
Total Operating + Projects Expenditures		6,527,372	7,085,618	7,227,018	7,606,762	7,675,227	9,059,919	9,520,650	460,731	5%	1,845,424	24%
CAPITAL												
55100	Computer H/W & S/W	39,809	34,964	98,021	61,750	21,878	29,200	51,800	22,600	77%	29,922	137%
	Computer HW for new trustees							14,900	14,900	#DIV/0!	14,900	#DIV/0!
69100	Office - Equipment & Furniture	14,561	7,730	1,835	3,844	10,763	4,000	4,000	-	0%	(6,763)	-63%
69500	Office - Renovations	6,794	3,553	11,101				-	-	#DIV/0!	-	#DIV/0!
Total Capital Spending		61,164	46,247	110,957	65,856	32,641	33,200	70,700	37,500	113%	38,059	117%
Total Operating and Capital Budget		6,588,536	7,131,865	7,337,974	7,672,618	7,707,867	9,093,119	9,591,350	498,231	5%	1,883,483	24%
Net Surplus (Shortfall)		400,768	(71,064)	23,719	11,654	44,919.86	(218,000)	(188,000)				
Add non-cash Item - amortization							218,000	188,000				

ISLANDS TRUST
 BUDGET DRAFT:
 2022/23

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Budget-Budget Comparisons		Budget-Actual Comparisons	
	ACTUALS	ACTUALS	ACTUALS *elections*	ACTUALS	ACTUALS	BUDGET	Draft BUDGET	Budget Change \$	Budget Change %	Draft budget vs 2020/21 Actuals	Draft Budget to 2020/21 Actuals % change
Surplus (deficit)	400,768	(71,064)	23,719	11,654	44,920	(0)	(0)				
Adjustments for reporting:											
Capitalized Expenditures											
Transfer from (to) General Revenue Surplus Fund	(400,768)	71,064	(23,719)	(11,654)	(44,920)						
Transfer from (to) LTC Project Specific Reserve Fund											
Transfer from (to) SSIWPA reserve fund											
Net Balance	-	-	-	-	-	(0)	(0)				



BRIEFING

To: Financial Planning Committee **For the Meeting of:** November 10, 2021
From: Executive Committee **Date Prepared:** November 5, 2021
SUBJECT: 2022/23 Executive Committee project budget requests

PURPOSE: To advise the Financial Planning Committee of budget requests related to responsibilities of Executive Committee.

BACKGROUND:

On October 27, 2017 the Executive Committee considered potential budget request and decided to recommend to the Financial Planning Committee for inclusion in the Fiscal Year 2022/23 Budget the amounts below:

Strategic Plan item #	Potential funding request	2022/23 Amount proposed	2021/22 funding	Notes
4.6	Reconciliation Action Plan implementation	\$17,000	\$17,000	To support ongoing implementation of the Reconciliation Action Plan .
	History and Heritage Grants in Aid	\$5,000	\$5,000	Staff recommend keeping the amount the same.
	Application Sponsorship	\$5,000	\$5,000	Executive Committee has discussed the need to increase this budget and that the model fees bylaw may result in increased application fees, but resolved on October 27 to reduce the proposed \$15,000 request to \$5,000.
N/A	Communications	\$50,000*	\$23,000	An increase in budget is proposed to respond to an increasing demand for communications about Islands Trust and its projects. In addition, new Census results will be available in 2022/23 which provides an opportunity to create infographics and update the Island Profiles linked through each local trust area/Bowen Island landing pages on the website (sample) Also, it is anticipated that a number of publications will be designed in 2021/22 that could be printed. This increase will also provide

				additional opportunity to contract communications support as issues arise.
4.2	Website –design or functionality changes	\$15,000	\$7,000	The funding would support any changes to the new website requested by the newly-elected Trust Council or the public. Staff have received requests for changes that are outside the scope of the website renewal project (e.g. changes to the approved design/functionality). Staff have overspent the existing website budget in 2021/22 due to a need to engage contract support for content updates/feedback management due to lack of administrative staff availability due to zoom meeting administration, and a number of post-launch change requests.
3.1, 4.4, 5.6	Policy Statement Amendment Project	\$5,000	\$29,400	The funding would support any additional legal review of the draft Policy Statement and graphic design of the final document.
N/A	NAPTEP application sponsorship	\$1,000	N/A	In September, Trust Council asked staff to prepare a draft policy regarding sponsorship of NAPTEP applications. This budget would support implementation of that potential future policy.
TOTAL		\$93,000*	\$86,400	

*This includes funding for communications contractors.

The Executive Committee considered but did not recommend a business case for an engagement planner position, and considered but did not recommend funding for a NAPTEP Regulation exemption reduction tax shift analysis (deferred to another year).

Business cases are not required for projects \$5,000 or less. Communications funding has always been considered without a business case and staff have recommended the same approach to Reconciliation Action Plan funding.

ATTACHMENT(S):

1. None.

FOLLOW-UP: Staff have incorporated Executive Committee project budgets into the draft 2022/23 budget and will make additional changes requested by the Financial Planning Committee.

Prepared By: Clare Frater, Director, Trust Area Services

Reviewed By/Date: Russ Hotsenpiller, CAO/November 5, 2021



**Budget Funding Request
Short-Form Business Case**

The following business case was reviewed by Regional Planning Committee at their September 2020 meeting. Amendments requested by the Committee have been reflected in this version of the business case.

TO BE COMPLETED BY INITIATOR

<p>Initiated by: Regional Planning Committee</p>	<p>Budget Source (select all that apply):</p> <p>X Specific Project Funding (select all that apply)</p> <p><input checked="" type="checkbox"/> Third Party Contractors</p> <p><input type="checkbox"/> Staff Travel Expense</p> <p><input type="checkbox"/> Staff Overtime Expense</p> <p><input type="checkbox"/> New Staff Member – Temporary for project</p> <p><input type="checkbox"/> Computer Hardware/Software</p> <p><input type="checkbox"/> Furniture & Equipment</p> <p><input type="checkbox"/> Computer Hardware/Software/Supplies</p> <p><input type="checkbox"/> New Staff Resources (see Staff Costing Tool)</p> <p><input type="checkbox"/> Permanent</p> <p><input type="checkbox"/> Temporary</p> <p style="padding-left: 40px;">Temp Duration: _____</p> <p><input type="checkbox"/> Other – please describe: _Strategic Plan Program</p>
<p>Business Area: Local Planning Services</p>	
<p>Name of Request:</p> <p>Implement the high priority actions outlined in the Affordable Housing in the Trust Area: Strategic Actions for Islands Trust previously referred by Trust Council:</p> <ul style="list-style-type: none"> Develop model density bonus bylaws for consideration of implementation in local trust area land use bylaws <p>\$10,000</p> <p>RPC-2021-022</p> <p>that Regional Planning Committee forward to the Financial Planning Committee for inclusion in the Fiscal Year 2022/23 the business case for Strategic Plan Item No. 4.4iv , as amended, to organize a workshop for planning staff to focus on the development of model bylaws to address housing options suitable to the Islands Trust area.</p>	
<p>Date of Funding Request: September 29, 2021</p>	<p>Funding Required for (date range):April 1 2022</p>

ISSUE/OPPORTUNITY:

Trust Council's Strategic Plan includes the implementation of the high priority actions outlined in the Affordable Housing in the Trust Area: Strategic Actions for Islands Trust previously referred by Trust Council. This started in FY20/21 by undertaking work on model floor area ratio policy and regulations as a means of density measure for housing. To be more effective, staff recommended that the housing issues be dealt with together, and a workshop of planning staff would be the best use of funds to further this objective. As a result, option 2 below is recommended.

PROJECTED RESULTS/DELIVERABLES:

The funding request for FY22/23 is to cover costs associated with running a workshop (see option 2 below). \$5,000 is reserved for legal review of the draft. \$5,000 is reserved for consultant/facilitation assistance to planning staff undertaking this work.

RISK ASSESSMENT:

Risk that local trust committees may not adopt bylaws based on the model bylaws.

ALTERNATIVES CONSIDERED:

Option 1: Hire a consultant to undertake the work. Given the potential scope, \$10,000 should be allocated for a contract, and \$5,000 reserved for legal review.

Option 2: Staff organize a workshop for planning staff to focus on the development of model bylaws to address housing affordability. This would include reviewing work that has been done related to floor area ratio and integrating it with the development of model density bonus bylaws. \$5,000 would be allocated to hire a consultant to facilitate the session and present examples of similar approaches in other jurisdictions. \$5,000 would be allocated to legal review.

CRITICAL SUCCESS FACTORS:

Workshop undertaken and recommendations to the Regional Planning Committee for model bylaw language by March 2023 incorporating all aspects of the housing strategic plan items identified.

RECOMMENDED OPTION:

Option 2: Staff organize a workshop for planning staff to focus on the development of model bylaws to address housing affordability. This would include reviewing work that has been done related to floor area ratio and integrating it with the development of model density bonus bylaws. \$5,000 would be allocated to hire a consultant to facilitate the session and present examples of similar approaches in other jurisdictions. \$5,000 would be allocated to legal review.

COST/BENEFIT ANALYSIS:Quantitative Analysis:

\$5,000 for workshop facilitation and background research

\$5,000 for legal review

\$10,000 total to include staff training and model bylaws.

Cost saving would be achieved by having planning staff trained in the development of the model bylaws. Work on developing model bylaws can be more efficient than each local trust committee undertaking the work individually provided that most local trust committees are willing to adopt the model bylaws into their bylaws.

Qualitative Analysis:

This will further the Strategic Plan of Trust Council by providing model bylaws for LTC to consider in regards to affordable housing. Having planning staff participate in the development of the bylaws will enable them to more clearly identify options for LTCs to consider. In addition, it will provide an opportunity for training in bylaw development for those that have not been engaged in this work.

PURCHASING PROCEDURE:

As per Islands Trust process for hiring consultants.

PROPOSED IMPLEMENTATION STRATEGY:

Staff proposed that the work will be undertaken in-house using dedicated planning staff. This would require allocation of planner time to this project, a budget of \$5,000 for legal review, and \$5,000 for consultant/research assistance. This work would involve review of existing bylaws and recommendations on approaches to use density bonusing in combination with floor area ratio and other approaches to calculating density. This is to further affordable housing on the islands. Model bylaws would be presented to LPC.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Reports to Trust Council via Local Planning Committee.

Narissa Chadwick, Island Planner
David Marlor / Director, Local Planning Services

November 3, 2021

Initiator Name and Title

Date



**Budget Funding Request
Short-Form Business Case**

The following business case was reviewed by Regional Planning Committee at their November 2020 meeting. Amendments requested by the Committee have been reflected in this version of the business case.

TO BE COMPLETED BY INITIATOR

<p>Initiated by: Regional Planning Committee</p>	<p>Budget Source (select all that apply):</p> <p>X Specific Project Funding (select all that apply)</p> <p><input checked="" type="checkbox"/> Third Party Contractors</p> <p><input type="checkbox"/> Staff Travel Expense</p> <p><input type="checkbox"/> Staff Overtime Expense</p> <p><input type="checkbox"/> New Staff Member – Temporary for project</p> <p><input type="checkbox"/> Computer Hardware/Software</p>
<p>Business Area: Local Planning Services</p>	<p><input type="checkbox"/> Furniture & Equipment</p> <p><input type="checkbox"/> Computer Hardware/Software/Supplies</p> <p><input type="checkbox"/> New Staff Resources (see Staff Costing Tool)</p> <p><input type="checkbox"/> Permanent</p> <p><input type="checkbox"/> Temporary</p> <p style="padding-left: 40px;">Temp Duration: _____</p> <p><input type="checkbox"/> Other – please describe: _Strategic Plan Program</p>
<p>Name of Request:</p> <p>Freshwater Sustainability Strategy (FWSS) - Cultural Knowledge and Engagement Program Formatting and Publication of Freshwater Sustainability Strategy</p> <p>\$6,000</p>	
<p>Date of Funding Request: November 3, 2021</p>	<p>Funding Required for (date range): April 1 2022</p>

ISSUE/OPPORTUNITY:

At the December 22, 2020 meeting, Regional Planning Committee approved the allocation of \$90,000 of Provincial Healthy Watersheds Initiative funding to support the development of a Freshwater Sustainability Strategy (FWSS). The FWSS draft will be presented to RPC on November 3, 2021 and will be presented to Trust Council in December 2021.

The development of the Freshwater Sustainability Strategy addressed Trust Council Strategic Plan Item 2.4 *“Develop a regional freshwater management strategy that addresses responsibilities under the Water Sustainability Act, identifies water resources throughout the Trust Area, integrates water resource management into land use decision making, and accounts for the impacts of climate change on island water resources”*.

The Freshwater Sustainability Strategy organizes recommended actions into four key program areas. The Cultural Knowledge and Engagement Program (CKE) is one of these program areas. Under the CKE, Islands Trust will share information, research, and Indigenous Cultural Knowledge with the public, staff, and local trustees. The goals are to foster stewardship, develop support for land use decisions, and encourage water conservation and watershed protection. This will require Islands Trust to increase its capacity to communicate with residents, businesses, visitors, and the public.

Staff identify the publication and sharing of the FWSS Policy emerging from the Freshwater Sustainability Strategy, which will contain background on water resources in the Trust Area and Indigenous perspectives on water, as an important first step in supporting the Cultural Knowledge and Engagement Program.

PROJECTED RESULTS/DELIVERABLES:

The funding request for FY20/21 is to cover costs associated with publication and sharing of the FWSS Policy:

Publication and of FWSS Policy: \$6,000

RISK ASSESSMENT:

As the FWSS draft is still to be presented to TC, there is a risk that the recommendations may not be supported. In this case adjustments can be made to the budget funding request as required.

Not approving this funding request for 2022/23 may slow the momentum gained through the development of the Freshwater Sustainability Strategy. It may also reduce the potential for external funding for implementing actions under the Strategy.

ALTERNATIVES CONSIDERED:

Option 1: Support the preparation, publishing and sharing of the FWSS final draft

Option 2: Do not support the preparation, publishing and sharing of the FWSS final the FWSS final draft.

CRITICAL SUCCESS FACTORS:

1. The publication and sharing of the FWSS by September 2022.

RECOMMENDED OPTION:

Option 1: Support the preparation, publishing and sharing of the FWSS policy

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

Publication and Sharing of FWSS Policy: \$6000

Qualitative Analysis:

Having an accessible and attractive policy document will help facilitate the sharing of the Islands Trust direction related to Freshwater Sustainability and may be helpful in attracting external funding for implementing actions.

PURCHASING PROCEDURE:

As per Islands Trust process for hiring consultants.

PROPOSED IMPLEMENTATION STRATEGY:

Regional Planning Team Staff oversee the publication and sharing of the FWSS policy and the development of the Freshwater Stewardship Outreach Plan in collaboration with members of the Trust Area Services communication and outreach team and the Senior Freshwater Specialist.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

The FWSS will contribute to a shift in traditional ways of addressing issues related to the sustainability of freshwater in the Islands Trust. It addresses the challenge of increasing freshwater vulnerability in a way that will require significant interdepartmental coordination and an increase in, or reallocation of, staff resources.

Narissa Chadwick, Island Planner
David Marlor, Director, Local Planning Services
Initiator Name and Title

November 5 , 2021
Date



**Budget Funding Request
Short-Form Business Case**

The following business case was reviewed by Regional Planning Committee at their September 2020 meeting. Amendments requested by the Committee have been reflected in this version of the business case.

TO BE COMPLETED BY INITIATOR

<p>Initiated by: Regional Planning Committee</p>	<p>Budget Source (select all that apply):</p> <p>X Specific Project Funding (select all that apply)</p> <p>X Third Party Contractors</p> <p><input type="checkbox"/> Staff Travel Expense</p> <p><input type="checkbox"/> Staff Overtime Expense</p> <p>X New Staff Member – Temporary for project</p> <p><input type="checkbox"/> Computer Hardware/Software</p>
<p>Business Area: Local Planning Services</p>	<p><input type="checkbox"/> Furniture & Equipment</p> <p><input type="checkbox"/> Computer Hardware/Software/Supplies</p> <p><input type="checkbox"/> New Staff Resources (see Staff Costing Tool)</p> <p><input type="checkbox"/> Permanent</p> <p><input type="checkbox"/> Temporary</p> <p>Temp Duration: _____</p> <p><input type="checkbox"/> Other – please describe: _Strategic Plan Program</p>
<p>Name of Request:</p> <p>Freshwater Sustainability Strategy - Freshwater Sustainability Reporting Program</p> <p>\$41,000</p> <p>Resolution of the RPC – Nov 3, 2021 That Regional Planning Committee forward to Financial Planning Committee for inclusion in the Fiscal Year 2022/23 Budget the revised business case for Strategic Plan Item No. 2.4 – to implement Freshwater Sustainability recommendations related to the development of a State of Freshwater Report.</p>	
<p>Date of Funding Request: November 5, 2021</p>	<p>Funding Required for (date range): April 1 2022</p>
<p>ISSUE/OPPORTUNITY:</p> <p>At the December 22, 2020 meeting, Regional Planning Committee approved the allocation of \$90,000 of Provincial Healthy Watersheds Initiative funding to support the development of a Freshwater Sustainability Strategy. A final draft will be presented to the RPC for their November 3, 2021 meeting and Trust Council (TC) in December 2021.</p> <p>The development of the Freshwater Sustainability Strategy addressed Trust Council Strategic Plan Item 2.4 “Develop a regional freshwater management strategy that addresses responsibilities under the Water</p>	

Sustainability Act, identifies water resources throughout the Trust Area, integrates water resource management into land use decision making, and accounts for the impacts of climate change on island water resources”.

The Freshwater Sustainability Strategy (FWSS) organizes recommended actions into four key program areas. The Freshwater Sustainability Reporting Program is one of these program areas. Publishing the first “State of Freshwater Report” to provide a baseline for the identification of strategic priorities for the 2022 Trust Council Strategic Plan is identified as a key priority for the FWSS.

The 2022 State of Freshwater Report will be the first in a series of State of Freshwater Reports to be developed at the end of every Trust Council term. The intention is to inform Trust Council’s strategic planning. Containing trust-wide as well as Trust Area specific data, it will assist with reviewing and updating programs and projects under the FWSS strategy to include related LTC priorities. It will help with allocating budgets and with seeking external funding to support existing and new projects. Finally, it will facilitate public involvement and conservation. Shorter annual reports will encourage continuous updates and reporting.

The State of Freshwater Reports will highlight information such as:

- descriptions of water resources on the islands (e.g., watersheds, aquifers),
- sources of potable and other domestic water used,
- known water-related risks and challenges (e.g., poor water quality, low wells),
- local water monitoring activities, and water balance information (e.g., precipitation, recharge, sustainable rates of use).

The effective and efficient development of the 2022 State of Freshwater Report requires additional staff support. The value of hiring a summer co-op student in 2021 to assist the Senior Freshwater Specialist with focussed projects including the development of the Islands Trust Freshwater Atlas was clearly demonstrated. The annual hiring of a co-op student will be of great benefit to the implementation of the FWSS. Each year, under the direction of the Senior Freshwater Specialist, co-op time can be focused on very clear deliverables. For summer 2022, this deliverable will be putting together technical materials for the 2022 State of the Freshwater Report.

PROJECTED RESULTS/DELIVERABLES:

Development, publication and sharing of the 2022 State of Freshwater Report - \$41,000

Will include:

- Summer co-op student to assist Freshwater Specialist with technical aspects related to the development of the report - **\$21,000**
- Publication and sharing of State of Freshwater Report - **\$20,000**

RISK ASSESSMENT:

As the FWSS draft is still to be presented to FPC and TC, there is a risk that the recommendations may not be supported. In this case adjustments can be made to the budget funding request as required.

Not approving this funding request for 2022/23 will slow the momentum gained through the development of the Freshwater Sustainability Strategy. Not supporting FWSS recommendations could lead to a reluctance on the part of funding agencies to support strategy development for Islands Trust.

ALTERNATIVES CONSIDERED:

Option 1: Hire summer co-op student to assist with the development of the 2022 State of Freshwater Report.

Option 2: Do not hire co-op student to assist with the development of the 2022 State of Freshwater Report. This will require the reallocation of staff time leading to delays on other files.

Option 3: Create a Freshwater Technical Coordinator one year Temporary Assignment (TA). The TA would be at a Senior Planner level and take on a number of other responsibilities related to the implementation of the FWSS including technical work related to the development of the 2022 State of Freshwater Report. ~\$90,000.

Option 4: Do not support the development of the 2022 State of Freshwater Report.

CRITICAL SUCCESS FACTORS:

The creation of the 2022 State of Freshwater Report by December 2022.

RECOMMENDED OPTION:

Option 1: Hire a summer co-op student to assist with the development of the 2022 State of Freshwater Report as well as a professional communications support for design and delivery of the report.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

Development, publication and sharing of the 2022 State of Freshwater Report - \$41,000

\$21,000 – Hiring of co-op student

\$20,000 – Publication and sharing of the State of Freshwater Report

The 2022 State of Freshwater Report will help with allocating budgets and with seeking external funding to support existing and new projects that are supported by the FWSS.

Qualitative Analysis:

The science and data-based actions set out in the FWSS will increasingly shed light on the status of water resources in each Local Trust Area and the challenges for sustainable management. As this understanding progresses, the information will be translated into future 'state of freshwater' reports.

PURCHASING PROCEDURE:

As per Islands Trust process for hiring co-op students and consultants.

PROPOSED IMPLEMENTATION STRATEGY:

Regional Planning Team staff oversee the development, publication and sharing of the 2022 State of Freshwater report in collaboration with members of the Trust Area Services communication and outreach team and the Senior Freshwater Specialist.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Islands Trust’s water protection efforts are currently challenged by a lack of regular monitoring and reporting mechanisms. The availability of accessible, island-specific information is essential for building community awareness, support, and engagement in stewardship.

The development and distribution of the 2022 State of Freshwater Report will be a significant step towards improving communications related to freshwater sustainability and identifying opportunities for deeper collaboration with partners including other levels of government, First Nations, water purveyors, and islands property owners and residents.

Narissa Chadwick, Island Planner
David Marlor, Director, Local Planning Services

Initiator Name and Title

October 27, 2021

Date



**Budget Funding Request
Short-Form Business Case**

The following business case was reviewed by Regional Planning Committee at their September 2021 meeting. Amendments requested by the Committee have been reflected in this version of the business case.

TO BE COMPLETED BY INITIATOR

<p>Initiated by: Regional Planning Committee</p>	<p>Budget Source (select all that apply):</p> <p>X Specific Project Funding (select all that apply)</p> <p><input checked="" type="checkbox"/> Third Party Contractors</p> <p><input type="checkbox"/> Staff Travel Expense</p> <p><input type="checkbox"/> Staff Overtime Expense</p> <p><input type="checkbox"/> New Staff Member – Temporary for project</p> <p><input type="checkbox"/> Computer Hardware/Software</p> <p><input type="checkbox"/> Furniture & Equipment</p> <p><input type="checkbox"/> Computer Hardware/Software/Supplies</p> <p><input type="checkbox"/> New Staff Resources (see Staff Costing Tool)</p> <p><input type="checkbox"/> Permanent</p> <p><input type="checkbox"/> Temporary</p> <p>Temp Duration: _____</p> <p><input type="checkbox"/> Other – please describe: _Strategic Plan Program</p>
<p>Business Area: Local Planning Services</p>	
<p>Name of Request:</p> <p>Freshwater Sustainability Strategy (FWSS) - Groundwater Sustainability Science Program</p> <p>\$50,000</p> <p>Resolution of the RPC – Nov 3, 2021 That Regional Planning Committee forward to Financial Planning Committee for inclusion in the Fiscal Year 2022/23 Budget the revised business case for Strategic Plan Item No. 2.5 – to complete the Islands Trust Groundwater Recharge Mapping project</p>	
<p>Date of Funding Request: November 3, 2021</p>	<p>Funding Required for (date range): April 1 2022</p>
<p>ISSUE/OPPORTUNITY:</p> <p>At the December 22, 2020 meeting, Regional Planning Committee approved the allocation of \$90,000 of Provincial Healthy Watersheds Initiative funding to support the development of a Freshwater Sustainability Strategy. The FWSS draft will be presented to RPC on November 3rd and Trust Council (TC) in December 2021.</p> <p>The development of the Freshwater Sustainability Strategy addressed Trust Council Strategic Plan Item 2.4 “Develop a regional freshwater management strategy that addresses responsibilities under the Water Sustainability Act, identifies water resources throughout the Trust Area, integrates water resource management into land use decision making, and accounts for the impacts of climate change on island water resources”.</p>	

The Freshwater Sustainability Strategy organizes recommended actions into four key program areas. The Groundwater Sustainability Science Program (GWSS) is one of these. This program focuses on expanding the work that was initiated through the Southern Gulf Islands Groundwater Sustainability Strategy (GWSS) Project.

Under the Groundwater Sustainability Science Program (GWSS), Islands Trust undertakes primary research and mapping to improve information and knowledge about water quantity and quality and to better understand groundwater vulnerability.

By estimating the balance between groundwater recharge and human demand, as well as the impacts of climate and other factors, availability assessments will provide better information. This in turn will facilitate improved protection through Islands Trust's land use planning activities and development decisions. Planning tools include covenants, development permit areas, zoning, density bonusing, and subdivision servicing regulations. Decisions, authorizations, approvals, and planning by other responsible agencies will also be more informed.

Data gathering and mapping commenced in the 2019/2020 fiscal for the Southern Gulf Islands under contract following an RFP process. This project included Galiano, Mayne, North Pender, Saturna and South Pender. Through 2020/21 the work was peer reviewed and was used to inform groundwater sustainability science implementation projects on Galiano Island and North Pender Island. In 2020/21 Islands Trust Recharge Mapping project was endorsed by the Regional Planning Committee, which completed mapping on Hornby, Denman, and Gabriola Islands. In 2021/22 Islands Trust Recharge Mapping project will be completed on Salt Spring, Thetis, Valdez, and Lasqueti Islands following another RFP process.

This business case focuses on completing the Islands Trust Groundwater Recharge Mapping project by applying the same methodology to islands in Howe Sound and select associated islands across the trust area. A final glossy technical report using the Islands Trust style guide will be completed and presented to the public via a webinar.

PROJECTED RESULTS/DELIVERABLES:

\$50,000 is requested for FY 22/23 to support the Islands Trust Groundwater Recharge Mapping project part of the Groundwater Sustainability Science program of the Freshwater Sustainability Strategy.

Islands Trust Area Groundwater Recharge Mapping Project (\$50,000)

- Develop and run groundwater recharge potential spatial model for Howe Sound islands and select associated islands across the trust area;
- Provide full and open access to groundwater recharge geospatial model including input data sets and output results for incorporation into Islands Trust mapping services, and
- Create a final report deliverable to include the entire Islands Trust Area using the Islands Trust style guide and present to the public via a webinar.

RISK ASSESSMENT:

As the FWSS draft is still to be presented to RPC and TC, there is a risk that the recommendations may not be supported. In this case, adjustments can be made to the budget funding request as required.

Not approving this funding request for 2022/23 will slow the momentum gained through the work done for the Southern Gulf Islands and the development of the Freshwater Sustainability Strategy. Not supporting FWSS recommendations could lead to a reluctance on the part of funding agencies to support strategy development for Islands Trust.

ALTERNATIVES CONSIDERED:

Option 1: Support the extension of the Groundwater Sustainability Science Program to engage the Islands Trust Groundwater Recharge Mapping project on Howe Sound islands, and select associated islands. Create a final report deliverable to include the entire Islands Trust Area using the Islands Trust style guide and present to the public via a webinar.

Option 2: Do not support the extension of the Islands Trust Groundwater Recharge Mapping project to include islands in Howe Sound and focus on groundwater availability assessments for select islands under development pressures.

CRITICAL SUCCESS FACTORS:

1. The availability of groundwater recharge mapping for islands in Howe Sound and associated islands across the Islands Trust Area.
2. Present mapping to the public, and
3. Complete the Islands Trust Recharge Mapping Project report using communications and Islands Trust style guide.

RECOMMENDED OPTION:

Option 1: Support the extension of the Groundwater Sustainability Science Program to engage the Islands Trust Groundwater Recharge Mapping project on Howe Sound islands and select associated islands. Create a final report to include the entire Islands Trust Area using the Islands Trust style guide and present to public via a webinar.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

\$50,000 is required to support this project.

As this is a program project, there will be no cost saving by undertaking this.

Qualitative Analysis:

This will further the work related to understanding freshwater vulnerability in the Islands Trust Area. This work will contribute to and be supported by other programs under the Freshwater Sustainability Strategy including the Cultural Knowledge and Engagement Program, the Freshwater Sustainability Reporting Program and the Watershed Sustainability Science Program.

PURCHASING PROCEDURE:

As per the Islands Trust process for hiring consultants.

PROPOSED IMPLEMENTATION STRATEGY:

The Senior Freshwater Specialist will oversee the management of this project.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

The FWSS will contribute to a shift in traditional ways of addressing issues related to the sustainability of freshwater in the Islands Trust Area. It addresses the challenge of increasing freshwater vulnerability in a way that will require significant interdepartmental coordination and an increase in, or reallocation of, staff resources.

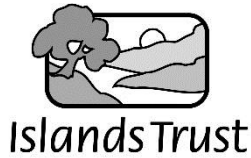
The expansion of the Groundwater Sustainability Science Program to include areas beyond the Southern Gulf Islands will provide a more complete analysis of freshwater resources in the Islands Trust Area and provide the opportunity for islands beyond the Southern Gulf Islands to use focused science to develop policies and regulations to address freshwater vulnerability.

William Shulba, Senior Freshwater Specialist
David Marlor, Director, Local Planning Services

Initiator Name and Title

October 27, 2021

Date



**Budget Funding Request
Short-Form Business Case**

The following business case was reviewed by Regional Planning Committee at their September 2020 meeting. Amendments requested by the Committee have been reflected in this version of the business case.

TO BE COMPLETED BY INITIATOR

<p>Initiated by: Regional Planning Committee</p>	<p>Budget Source (select all that apply):</p> <p>X Specific Project Funding (select all that apply)</p> <p><input checked="" type="checkbox"/> Third Party Contractors</p> <p><input type="checkbox"/> Staff Travel Expense</p> <p><input type="checkbox"/> Staff Overtime Expense</p> <p><input type="checkbox"/> New Staff Member – Temporary for project</p> <p><input type="checkbox"/> Computer Hardware/Software</p>
<p>Business Area: Local Planning Services</p>	<p><input type="checkbox"/> Furniture & Equipment</p> <p><input type="checkbox"/> Computer Hardware/Software/Supplies</p> <p><input type="checkbox"/> New Staff Resources (see Staff Costing Tool)</p> <p><input type="checkbox"/> Permanent</p> <p><input type="checkbox"/> Temporary</p> <p>Temp Duration: _____</p> <p><input type="checkbox"/> Other – please describe: _Strategic Plan Program</p>
<p>Name of Request:</p> <p>Undertake development of heritage overlay mapping and development of model bylaws</p> <p>\$74,000 (Phase 2)</p> <ul style="list-style-type: none"> • \$60,000 from Trust Council • \$10,000 from Islands Trust Conservancy Grant – species at risk • \$4,000 – legal review <p>RPC-2021-027</p> <p>that Regional Planning Committee forward to the Financial Planning Committee for inclusion in the Fiscal Year 2022/23 the business case for Strategic Plan Item No. 4.8 - to finish the heritage conservation overlay mapping project.</p>	
<p>Date of Funding Request: September 29, 2021</p>	<p>Funding Required for (date range): April 1 2022</p>
<p>ISSUE/OPPORTUNITY: <i>(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What strategic item(s) is this addressing? What are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)</i></p> <p>The Executive Committee passed the following resolutions on September 30, 2020:</p>	

That the Executive Committee request staff to draft an amendment to the Strategic Plan regarding development of heritage overlay mapping and development of model bylaws.

The Islands Trust Conservancy identified that a species at risk component of the Heritage Conservation Mapping project would qualify for funding to support engagement with First Nations. That grant was approved and the \$10,000 allocated for Heritage Conservation Mapping is included in this funding request for FY 2022/23.

Islands Trust staff will also look for other grant partnering opportunities in FY 2022/23.

PROJECTED RESULTS/DELIVERABLES: *(How does this address the issue/opportunity described above?)*

The funding request for FY22/23 is to cover costs associated with Phase 2 that continues the identification of appropriate heritage areas requiring protection and conservation, engagement with First Nations and the development of model policy and regulations. Work would involve continued engagement with Inlailawatash, a consultant, contracted by the Islands Trust to provide archaeological and methodology expertise. Islands Trust would also continue to work with the Ministry of Indigenous Relations and Reconciliation and Ministry of Forests, Lands, Natural Resources and Rural Development to identify areas and methodology (local trust areas and Bowen Island Municipality), and working with First Nations in the Islands Trust Area to confirm and identify areas not covered in the Archaeology Branch database. The consultant and staff may work with First Nations on appropriate means to use the Heritage Conservation Area tools in the Local Government Act to protect cultural heritage sites.

Phase 2 would include implementation of the Heritage Conservation Mapping in the Islands Trust Area, and Bowen Island Municipality.

Work would be led by the Senior Intergovernmental Policy Advisor and Director of Local Planning Services and a planner or planners as assigned.

RISK ASSESSMENT: *(Discuss potential risk factors associated with this work, if identified.)*

Staff have identified that education on cultural heritage mapping will require engagement with the public and education material for the public.

Timing for undertaking the mapping portion may pre-empt the ability to develop model bylaws within the same fiscal year. In this case, the creation of bylaws would roll over to the following fiscal year with appropriate budget request.

Risk that local trust committees and Bowen Island Municipality may not adopt bylaws based on the model bylaws. Model bylaws would be adopted as part of the standard model OCP and LUB, and will be used when reviews of OCPs and LUBs are undertaken.

ALTERNATIVES CONSIDERED: *(What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.)*

Option 1: Continue Phase 2 of the Heritage Overlay Initiative with Inlailawatash providing the archaeological and methodological expertise to develop the critical success factors for implementation.

Option 2: Undertake Phase 2 work in-house using the Senior Intergovernmental Policy Advisor (SIPA) and dedicated planning staff. This would require allocation of SIPA and planner time to this project, and a budget of \$4,000 for legal review, and \$20,000 for supportive First Nations engagement or expertise. The Islands Trust

<p>does not have the archaeological expertise to undertake the methodology in-house and would need to defer other work program projects to allow staff to undertake this work.</p> <p>Option 3: Islands Trust seek grant funding to cover all costs. At this time the Islands Trust Executive Committee has proposed funding requests to Ministry of Indigenous Relations and Reconciliation.</p>
<p>CRITICAL SUCCESS FACTORS: <i>(What related factors have been identified? What risks are involved?)</i></p> <p>Recommended policy and regulations in model bylaws by FY23/24.</p>
<p>RECOMMENDED OPTION: <i>(State your recommendation, and summarise why you chose it over others.)</i></p> <p>Option 1 is recommended since it provides the external expertise; while continuing to build the relationships that the Islands Trust has developed with First Nations engagement in this area, and can provide greater certainty that planners and applicants need to approve applications while ensuring the preservation and protection of heritage.</p>
<p>COST/BENEFIT ANALYSIS: <i>(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)</i></p> <p><u>Quantitative Analysis:</u></p> <ul style="list-style-type: none"> • \$60,000 for a contract with a consultant with experience in First Nations engagement and protection of cultural heritage sites, and to develop model policy and regulations. • \$10,000 grant funding for support on species at risk as it relates to heritage areas • \$4,000 for legal review, as required, on draft model policy and regulations <p>As this is a program project, there will be no cost saving by undertaking this. Work on developing model bylaws can be more efficient than each local trust committee and Bowen Island Municipality undertaking the work individually provided that most local trust committees are willing to adopt the model bylaws into their bylaws.</p> <p><u>Qualitative Analysis:</u></p> <p>This will further the Strategic Plan of Trust Council (Goal: Strengthen Relations with First Nations) by providing model bylaws for local trust committees to consider in regards to protection of First Nation cultural heritage sites. It will also further Trust Council's goal on reconciliation.</p>
<p>PURCHASING PROCEDURE: <i>(describe any purchasing processes that will be needed to support this initiative (i.e. Direct Award, RFP, ITQ to qualified vendor)</i></p> <p>As per Islands Trust process for hiring consultants.</p>
<p>PROPOSED IMPLEMENTATION STRATEGY: <i>(What are the specific features of the "roll-out" of the recommended solution? What is the timeline and anticipated date of completion for this initiative?)</i></p> <p>As determined by the Executive Committee (likely this would be assigned to the Regional Planning Committee).</p>
<p>CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: <i>(Are there any concerns and how will these be addressed? Have other stakeholders been identified?)</i></p> <p>Reports to Trust Council via Executive Committee (or if so assigned, the Regional Planning Committee).</p>

Initiator Name and Title

Date



Budget Funding Request Short-Form Business Case

Completion of this form initiates a request to the management team for allocation of budget funds. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

<p>Initiated by: Clare Frater on behalf of TPC</p>	<p>Budget Source (select all that apply):</p> <p><input checked="" type="checkbox"/> Specific Project Funding</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Third Party Contractors <input type="checkbox"/> Staff Travel Expense <input type="checkbox"/> Staff Overtime Expense <input type="checkbox"/> New Staff Member <input type="checkbox"/> Computer Hardware/Software <p><input type="checkbox"/> Furniture & Equipment</p> <p><input type="checkbox"/> Computer Hardware/Software</p> <p><input type="checkbox"/> New Staff Resources (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Permanent <input type="checkbox"/> Temporary <p style="padding-left: 40px;">Temp Duration: _____</p> <p><input type="checkbox"/> Other – please describe: _____</p>
<p>Business Area: Trust Area Services</p>	
<p>Name of Request:</p> <p>Climate Indicators Project (Strategic Plan Item No. 3.3)</p> <p>\$25,000</p>	
<p>Date initiated: October 18, 2021</p>	<p>Date required: Fiscal 2022/23</p>

BACKGROUND:

Strategic Plan Item No. 3.3 is to develop a set of climate change, demographic and environmental data; and performance criteria in order to identify the effects of climate change in the Trust Area and to measure mitigation and adaptation efforts. A budget of \$25,000 was earmarked for this work in the Gross Budget and Implementation section of the Strategic Plan. In Phase 1 of the project (FY 2020/21), Trust Programs Committee contracted Pinna Sustainability to provide a [scoping report](#) outlining a shortlist of potential climate change indicators suitable for the Islands Trust Area. At the outset of Phase 2, staff received an invitation to collaborate with My Sea to Sky Society, BCIT, and a group of partner agencies including Climate Caucus, the University of Vicotira, and the Climate Action Secretariat, to develop a Climate Action Report Card Tool for Trust Area communities as a pilot project for a broader national project. However, these organizations have yet to secure the multimillion dollar funding required for this work. Trust Programs Committee wishes to continue to explore new avenues for partnerships to fulfil this work in FY 2022/23.

PROBLEM STATEMENT/OBJECTIVES:

In order to effectively mitigate and adapt to climate change in the Trust Area, it is important for decision-makers to have accurate, up-to-date, and localized data sets to monitor the impacts of climate change, as well as performance criteria to monitor the effectiveness of Islands Trust climate change mitigation and adaptation related policies.

PROJECTED RESULTS/DELIVERABLES:

Phase 2 of this project (carried over from FY 2021/22) will involve engaging with cultural knowledge holders and Indigenous advisors, as well as other levels of government and academic/civil society organizations, in the development of climate change related indicators, data sets and ongoing monitoring and reporting. This may involve hiring a third-party contractor or student to coordinate data collection and liaise with partners.

ALTERNATIVES CONSIDERED:

Option 1: Budget a reduced funding amount.

Option 2: Defer work on the project to FY23/24.

CRITICAL SUCCESS FACTORS (List):

The project will require advice and support from Islands Trust Geographic Information Systems staff and Administrative Services staff, and for climate-related data, willing partners with the capacity to develop the desired climate related data sets.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

The project will involve collaborating with other agencies, including the Province of BC, to determine what data sharing is available.

BENEFIT/COST ANALYSIS SUMMARY:Quantitative Analysis:

\$25,000 to contribute to a larger funding partnership.

Qualitative Analysis:

High quality data sets and performance indicators can support more informed, area-based decision-making and adaptive management practices, which in turn support stronger ecosystem and community resilience to climate change in the Trust Area.

RECOMMENDED DECISION:

That \$25,000 be budgeted for the Climate Indicators Project. (Financial Planning Committee)

PURCHASING PROCEDURE:

All expenditures will be in accordance with Policy 6.5.3 on Procurement.

Clare Frater / Director, Trust Area Services

October 18, 2021

Initiator:

Date



Budget Funding Request Short-Form Business Case

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TO BE COMPLETED BY INITIATOR

<p>Initiated by: Clare Frater on behalf of TPC</p>	<p>Budget Source (select all that apply):</p>
<p>Business Area: Trust Area Services</p>	<p><input checked="" type="checkbox"/> Specific Project Funding</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Third Party Contractors <input type="checkbox"/> Staff Travel Expense <input type="checkbox"/> Staff Overtime Expense <input type="checkbox"/> New Staff Member <input type="checkbox"/> Computer Hardware/Software
<p>Name of Request:</p> <p>Stewardship Education Program (Strategic Plan Item No. 4.3)</p> <p>\$17,500</p>	<p><input type="checkbox"/> Furniture & Equipment</p> <p><input type="checkbox"/> Computer Hardware/Software</p> <p><input type="checkbox"/> New Staff Resources (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Permanent <input type="checkbox"/> Temporary <p>Temp Duration: _____</p> <p><input type="checkbox"/> Other – please describe: _____</p>
<p>Date initiated: October 18, 2021</p>	<p>Date required: Fiscal 2022/23</p>

BACKGROUND:

Strategic Plan Item 4.3 is to develop and implement a stewardship education program directed towards the public, industry, and stakeholders in the Trust Area. In FY 2020/21, with a budget of \$15,000, Trust Programs Committee successfully delivered Phase 1 of the program - [a series of three climate action stewardship education webinars](#) on the topics of rainwater harvesting, ecosystem-based adaptation, and eelgrass/blue carbon. In FY 2021/22, with a budget of \$24,000, Phase 2 is developing a “Living in the Trust Area” mailing program to help all new land purchasers and professional practitioners (realtors, dock installers, surveyors, etc.) better understand the Islands Trust mandate, local bylaws, and key stewardship principles and practices. Phase 2 is being implemented from Fall 2021 to the end of March 2022. Phase 3 of the program (FY 2022/23) is expected to build on the earlier two phases and develop the next series of webinars (\$7,500), and continue a regular mailing of information to new land purchasers (\$10,000).

PROBLEM STATEMENT/OBJECTIVES:

Trust Area communities play a critical role in supporting the Islands Trust Object. There is a need to broaden public and industry awareness about the uniqueness of the Islands Trust mandate and local bylaws, and to empower the public with education and tools to help preserve and protect local ecosystems and cultural heritage in the Islands Trust Area.

PROJECTED RESULTS/DELIVERABLES:

The provision of educational programming and materials on stewardship topics to be determined by Trust Program Committee in FY 2022/23.

ALTERNATIVES CONSIDERED:

Option 1: Budget a reduced funding amount.

Option 2: Defer work on the project to FY23/24.

CRITICAL SUCCESS FACTORS (List):

Sufficient staff time to administer and deliver the program.

Trust Programs Committee decision-making regarding the topics to be addressed and methods of outreach.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Change management, communication and collaboration will be addressed via the strategies outlined in the project charter and as directed by Trust Programs Committee during consideration of next steps.

The program would be supported by a communications plan. Ideally, components of the program would be delivered in collaboration with local agencies and/or First Nations.

BENEFIT/COST ANALYSIS SUMMARY:Quantitative Analysis:

- \$17,500 for the Stewardship Education Program for FY 2022/23

Qualitative Analysis:

A stewardship education program offers the opportunity to educate community members and professional practitioners about the importance of preserving and protecting the Trust Area, climate action, and methods of being a good steward. Increased understanding of the Islands Trust and rationale for the preserve and protect mandate could result in reduced bylaw infractions.

RECOMMENDED DECISION:

That \$17,500 be budgeted for the Stewardship Education Program.

PURCHASING PROCEDURE:

All expenditures will be in accordance with Policy 6.5.3 on Procurement.

Clare Frater / Director, Trust Area Services

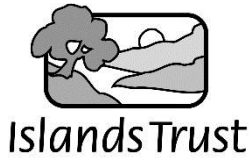
October 18, 2021

Initiator:

Date

Director/CAO

Date



Budget Funding Request Short-Form Business Case

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TO BE COMPLETED BY INITIATOR

<p>Initiated by: Clare Frater on behalf of TPC</p>	<p>Budget Source (select all that apply):</p>
<p>Business Area: Trust Area Services</p>	<p><input checked="" type="checkbox"/> Specific Project Funding</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Third Party Contractors <input type="checkbox"/> Staff Travel Expense <input type="checkbox"/> Staff Overtime Expense <input type="checkbox"/> New Staff Member <input type="checkbox"/> Computer Hardware/Software
<p>Name of Request:</p> <p>Secretariat Services Program (Strategic Plan Item No. 5.2)</p> <p>\$15,000</p>	<p><input type="checkbox"/> Furniture & Equipment</p> <p><input type="checkbox"/> Computer Hardware/Software</p> <p><input type="checkbox"/> New Staff Resources (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Permanent <input type="checkbox"/> Temporary <p style="padding-left: 40px;">Temp Duration: _____</p> <p><input type="checkbox"/> Other – please describe: _____</p>
<p>Date initiated: October 18, 2021</p>	<p>Date required: Fiscal Year 2022/23</p>

BACKGROUND:

Strategic Plan Item 5.2 is to provide secretariat support to forums within the Trust Area. The *Islands Trust Act* states that Trust Council may coordinate and assist in the determination, implementation and carrying out of municipal, regional and improvement district, First Nations, and government of British Columbia policies for the preservation and protection of the Trust Area and its unique amenities and environment. In September 2020, adopted a [Secretariat Services Policy](#). Trust Programs Committee has [provided](#) secretariat service support to coordination groups in the Trust Area such as the Baynes Sound / Lambert Channel Regional Forum, Howe Sound Community Forum, and Southern Gulf Island Regional Forum. This support includes both Islands Trust in-kind staff time, and the hiring of administrative consultants and workshop facilitators. In FY 2021/22, Trust allocated \$12,000 budgeted by Trust Council and 70 staff hours to support five coordination groups. A higher budget would allow for a greater number of coordination groups to be supported in FY 2022/23 or more funding provided to currently supported groups.

1 PROBLEM STATEMENT/OBJECTIVES:

There are a number of coordinating bodies operating in the Trust Area, largely supported by volunteer or in-kind staff effort. These bodies bring together different levels of government, First Nations and community members on a regular basis to discuss matters of mutual interest/concern.

Over the years, coordinating bodies and trustees raised concern regarding the lack of funding for the administrative needs (e.g. meeting logistics, agenda preparation, minutes, facilitation, website hosting/posting, shared document drive) for some of the coordinating bodies and/or concern about the sustainability of relying on volunteer and side-of-the-desk coordinators.

PROJECTED RESULTS/DELIVERABLES:

Continued and new support to coordination groups in the Trust Area that further the Islands Trust Object.

ALTERNATIVES CONSIDERED:

Option 1: Budget an increased funding amount.

Option 2: Budget a reduced funding amount.

Option 3: Do not budget funds in 2022/23 and consider funding in future years.

CRITICAL SUCCESS FACTORS (List):

Some limited staff time must be available to manage contractors and work with partners. There must also be available contractors willing to take on the coordination/secretariat work.

Trust Programs Committee must decide on the amount of funding to be allocated to the various groups.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Support for secretariat services supports enhanced collaboration in the Islands Trust Area. Staff may promote the Islands Trust's contributions, as appropriate.

BENEFIT/COST ANALYSIS SUMMARY:

Quantitative Analysis:

\$15,000 to fund requests from groups for FY 2022/23

Qualitative Analysis:

Supporting coordination groups/partnerships allows for Islands Trust to support enhanced coordination and cooperation in the Islands Trust Area and to learn from these groups, which advocate on similar issues of interest to Islands Trust residents and trustees. Supporting these local groups strengthens Islands Trust's position within the community as a leader and ally, and creates an opportunity to build long-term collaborative relationships. Some of these groups also offer an opportunity for more targeted and effective collaboration with First Nations and regional districts in the Trust Area.

RECOMMENDED DECISION:

That \$15,000 be budgeted for the Secretariat Services Program.

PURCHASING PROCEDURE:

All expenditures will be in accordance with Policy 6.5.3 on Procurement.

Clare Frater / Director, Trust Area Services

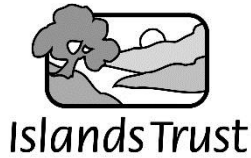
October 18, 2021

Initiator:

Date

Director/CAO

Date



**Budget Funding Request
Short-Form Business Case**

The following business case was reviewed by Regional Planning Committee at their September 2020 meeting. Amendments requested by the Committee have been reflected in this version of the business case.

TO BE COMPLETED BY INITIATOR

<p>Initiated by: David Marlor/Mark van Bakel</p>	<p>Budget Source (select all that apply):</p> <p>X Specific Project Funding (select all that apply)</p> <p><input type="checkbox"/> Third Party Contractors</p> <p><input type="checkbox"/> Staff Travel Expense</p> <p><input type="checkbox"/> Staff Overtime Expense</p> <p><input type="checkbox"/> New Staff Member – Temporary for project</p> <p><input type="checkbox"/> Computer Hardware/Software</p>																					
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<p>Name of Request: Inclusion of Bylaw Enforcement and ITC in Local Government Development Approvals Program</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="width: 10%;">Group</th> <th style="width: 60%;">Item</th> <th style="width: 30%;">Cost</th> </tr> </thead> <tbody> <tr> <td rowspan="2">Bylaw</td> <td>Software Licenses</td> <td>\$10,000</td> </tr> <tr> <td>Implementation</td> <td>\$40,000</td> </tr> <tr> <td rowspan="2">ITC</td> <td>Software Licenses</td> <td>\$10,000</td> </tr> <tr> <td>Implementation</td> <td>\$25,000</td> </tr> <tr> <td>Total</td> <td>Software</td> <td>\$20,000</td> </tr> <tr> <td></td> <td>Implementation</td> <td>\$65,000</td> </tr> <tr> <td></td> <td>Overall Budget Impact</td> <td>\$85,000</td> </tr> </tbody> </table>		Group	Item	Cost	Bylaw	Software Licenses	\$10,000	Implementation	\$40,000	ITC	Software Licenses	\$10,000	Implementation	\$25,000	Total	Software	\$20,000		Implementation	\$65,000		Overall Budget Impact
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<p>Date of Funding Request: September 29, 2021</p>	<p>Funding Required for (date range): April 1 2022</p>																					

ISSUE/OPPORTUNITY:

The Islands Trust has been awarded a Government of British Columbia “Local Government Development Approvals Program” (LGDAP) grant intended to improve service delivery. The grant will assist in transitioning from the legacy Trust Area Property Information System (TAPIS) application management software to industry

standard information management software in order to improve application processing. TAPIS is currently the sole repository and management system for Islands Trust land use information, development applications, bylaw enforcement files, and Islands Trust Conservancy files. For nearly 20 years this application has been central to Islands Trust information management, yet the software represents a series of technological challenges and limitations, including:

- No online transaction capacity
- No online application status tracking
- Limited integration of mapping
- No online access from the field
- Limited reporting capacity
- Ongoing software maintenance risks associated with in-house development skills

New information management software will improve all aspects of application processing. Including:

- Consistent template letters, receipts, forms and reports
- Transparent sequencing of applications.
- Property files will be more readily searchable and available to staff and public.
- Processing of information and timelines in response to freedom of information requests will be improved.
- Third party development and maintenance means ongoing and reliable support, upgrades and long term feature and performance improvements.

Expanding the scope of the LGDAP software implementation to include bylaw enforcement and Islands Trust Conservancy file management would unify the Islands Trust information management platform, and further improve service delivery. One platform enables staff to effectively manage and track associated bylaw cases and conservation files, while further supporting public transparency and self-service.

PROJECTED RESULTS/DELIVERABLES:

There are three elements to the overall project:

1. A review by a qualified external consultant on the actual processes undertaken. This will focus on the steps, reporting, and the detail in the reporting to the elected officials for each type of major application. Part of this will be to look at means to "fast-track" or "prioritise" those applications that improve equity and access to affordable housing.
2. Provision of new technology for use by staff and the public by replacing the in-house property information system with a new system. The intent is to use a system that follows accepted protocols in BC local governments. The new system will provide more reporting options (currently limited) on applications and harmonisation of tracking of staff time on applications for reporting purposes (currently done via two different systems that cannot share data). The new system would include an application portal for the public to make and track applications. This project will provide more clarity and transparency, and also, through better tracking, provide data for analysis of application processing, enabling the continual adjustment of processes and resource allocation over time.
3. Training: delivery of in person and knowledge base material will be paramount to the success of this transition between information systems.

These together will provide a much smoother, more efficient and more transparent process than we are able to provide with the current technology and systems.

The funding request is to expand the scope of the LGDAP software implementation to include bylaw enforcement and Islands Trust Conservancy file management. This represents an opportunity to unify the Islands Trust information management platform, and further improve Islands Trust service delivery. One platform enables staff to effectively manage and track associated bylaw cases and conservation files, while further supporting public transparency and self-service.

RISK ASSESSMENT:

1. That the ITC and bylaw enforcement file management components cannot be integrated for the proposed additional funding.

ALTERNATIVES CONSIDERED:

Option 1: Supplement grant funding to incorporate bylaw enforcement and Islands Trust Conservancy in Local Government Development Approvals Program.

Option 2: Proceed with grant funding only and include application processing in the review

CRITICAL SUCCESS FACTORS:

- External review of application processing procedures
- Implementation of industry standard, application processing software
- In-person training and development of training materials for all relevant staff
- Inclusion of bylaw enforcement and ITC file management software in the program

RECOMMENDED OPTION:

Option 1 is recommended.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

- The requested funding to include ITC and bylaw enforcement in the program will supplement the \$367,000 grant.

Qualitative Analysis:

This will further the implementation of the LPS Renewal initiative by improving application processing procedures, workflows, tracking and reporting.

PURCHASING PROCEDURE:

As per Islands Trust process for procurement

PROPOSED IMPLEMENTATION STRATEGY:

- Procurement process for external review of application processing
- Procurement process for industry-standard software and training

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Reports to Trust Council via Regional Planning Committee.

Robert Kojima, Regional Planning Manager
David Marlor, Director, Local Planning Services

Initiator Name and Title

September 22, 2021

Date



This business case is a Staff recommendation, and is subject to Trust Council approval of its work program for FY22/23.

TO BE COMPLETED BY INITIATOR

<p>Initiated by: Carmen Thiel</p>	<p>Budget Source (select all that apply):</p> <p><input checked="" type="checkbox"/> Specific Project Funding (select all that apply)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Third Party Contractors <input type="checkbox"/> Staff Travel Expense <input type="checkbox"/> Staff Overtime Expense <input type="checkbox"/> New Staff Member – Temporary for project <input type="checkbox"/> Computer Hardware/Software <p><input type="checkbox"/> Furniture & Equipment</p> <p><input type="checkbox"/> Computer Hardware/Software/Supplies</p> <p><input type="checkbox"/> New Staff Resources (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Permanent <input type="checkbox"/> Temporary <p style="padding-left: 40px;">Temp Duration: _____</p> <p><input type="checkbox"/> Other – please describe: _Strategic Plan Program</p>							
<p>Business Area: Executive Office</p>								
<p>Name of Request: Electronic Document Management</p> <p>To develop a program for Islands Trust’s electronic document management, which meets Canadian General Standards Board (CGSB) <i>Records As Documentary Evidence</i>.</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="width: 70%;">Item</th> <th style="width: 30%;">Cost</th> </tr> </thead> <tbody> <tr> <td>Phase 1 - Consulting hours: \$160 per hour X 35 hours</td> <td style="text-align: right;">\$5,600</td> </tr> <tr> <td>Consultant expenses (if applicable, i.e. outside of Victoria, BC); if the consultant was Victoria based, this amount would be used for consulting hours.</td> <td style="text-align: right;">\$900</td> </tr> <tr> <td>Total Budget</td> <td style="text-align: right;">\$6,500</td> </tr> </tbody> </table>		Item	Cost	Phase 1 - Consulting hours: \$160 per hour X 35 hours	\$5,600	Consultant expenses (if applicable, i.e. outside of Victoria, BC); if the consultant was Victoria based, this amount would be used for consulting hours.	\$900	Total Budget
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Total Budget	\$6,500							
<p>Date of Funding Request: October 14, 2021</p>	<p>Funding Required for (date range): April 1 2022</p>							

ISSUE/OPPORTUNITY:

Since approximately 2007, Islands Trust has invested in staff and consultant time to develop its records management system, which is based on Records Management for Local Government Organizations. In 2011, Trust Council adopted Bylaw 144 to authorize the records management system currently in place that applies to both paper and electronic records.

As an adjunct/next step to the Trust’s Records and Information Management (RIM) program, staff are recommending that a program be developed to ensure that current digital records are managed as required and so that subsets of digital records can be designated as authoritative records which meet the standards of authenticity, reliability, integrity, usability and metadata. Electronic records require different measures and controls from those in paper or hard copy format. Currently we work in a mixed environment of paper and electronic formats but want to move towards a “paperless” electronic format wherever possible.

Electronic Records as Evidence

Electronic records management systems are governed by a mix of statute law and court decisions. A cornerstone of the law of evidence in Canada is that only relevant and truthful evidence is admitted into court.

In the past, the “official” record was most always determined to be a printed or hard copy document, even if it was first generated as a digital record. Now we have the possibility of using electronic records as evidence, and need to decide which format to treat as the official record. By creating the policies and procedures needed to meet CGSB’s requirements, Islands Trust can have assurance that its electronic records are legally admissible and that “digital only” documents identified in the program will stand as the authoritative record, with the added benefit of being paperless.

PROJECTED RESULTS/DELIVERABLES:

Elements to the overall project:

1. Have a qualified external consultant, who is a certified records manager and well versed in information governance and records management, begin the work of developing policies and procedures for Islands Trust’s electronic “digital born” records as well as scanned paper records. This should include recommendations on the use of electronic signatures.
2. Ascertain whether the creation of such a program should best be done in a phased manner depending on the complexity involved in its development and implementation. This may result in the program being implemented over several years.
3. Once the above referenced program is developed, forward the policies for the program to Trust Council for adoption.
4. Have the related operational procedures adopted by the management team for implementation by records management staff.
5. A scanning program of sub-sets of paper records may be undertaken as a separate phase of this overall project, resulting in considerable savings in storage costs when we are no longer required to keep paper records.
6. The Legislative Services Manager and the staff-based Records Management Committee would assist the consultant wherever possible in the development of the program to realize cost savings on the project.

RISK ASSESSMENT:

1. Without such a program in place, staff continue to work in a mixed format of paper and electronic documents. Staff are eager to move to a paperless work environment. The risk of informally moving to electronic-only documents is that they may not stand the test of legal admissibility and may not be in compliance with national/international standards or applicable law (provincial or federal).
2. Staff do not have the expertise or experience to develop such a comprehensive program as it applies to electronic records.

ALTERNATIVES CONSIDERED:

Option 1: Hire a qualified professional consultant to develop a program for the management and use of digital-only records, for approval by Trust Council. This may require a phased multi-year approach to develop and implement such a complex program.

Option 2: Continue with the current mixed format environment (paper and electronic documents) and print off records as the authoritative version for storage at Islands Trust offices, and ultimately in the warehouse used by Islands Trust.

CRITICAL SUCCESS FACTORS:

- Development of a comprehensive program which applies to electronic records, both digital born and scanned versions of paper records in compliance with laws and recognized standards;
- Adoption of the program policies by Trust Council;
- Implementation of policies and procedures by staff.

RECOMMENDED OPTION:

Option 1 is recommended.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

The requested funding, including additional phases of the project which may be necessary, will be offset by savings in off-site storage, photocopy, and paper costs.

Qualitative Analysis:

This phase of managing digital records is considered an adjunct to the records management program for Islands Trust adopted by Trust Council in 2011.

PURCHASING PROCEDURE:

As per Trust Council's procurement policy.

PROPOSED IMPLEMENTATION STRATEGY:

- The implementation strategy would be developed after the program/policy was adopted.
- Staff training on the program would be required with the possibility that it could be provided by staff.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

All staff, and in particular assigned records management staff, would be affected by and expected to follow the adopted program and procedures and training would be provided in order to accomplish this.

Carmen Thiel, Legislative Services Manager
Initiator Name and Title

October 14, 2021
Date

Russ Hotsenpiller, CAO
Reviewed by: Name and Title

October 14, 2021
Date

ISLANDS TRUST

Draft Budget 2022-23

LTC PROJECTS BUDGET

Purpose - to estimate the level of funding required for LTC projects in the NEXT fiscal year.

ITEM	LTA	AMOUNT	TOTAL
<u>Specific Projects >\$5000:</u>			
HO OCP Amendment Review	HO	15,000	
GAB Housing project	GAB	77,500	
GM OCP	GM	17,000	
DE OCP and LUB Housing and ST Rentals Review	DE	13,500	
SSI Protection CDF Zone and Assoc. Ecosystems	SSI	32,000	
SSI Ganges Village (phase 2)	SSI	51,000	
SSI Housing Action Program (phase 2)	SSI	<u>25,000</u>	231,000
<u>Amount per LTC:</u>			
Pool for Allocation to LTCs in Year			26,000
Total LTC Projects budget			<u>257,000</u>



Budget Funding Request Short-Form Business Case

Completion of this form initiates a request to the management team for allocation of budget funds. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

<p>Initiated by: Heather Kauer On behalf of the HO LTC</p>	<p>Budget Source (select all that apply):</p> <p><input checked="" type="checkbox"/> Specific Project Funding</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Third Party Contractors <input type="checkbox"/> Staff Travel Expense <input type="checkbox"/> Staff Overtime Expense <input type="checkbox"/> New Staff Member <input type="checkbox"/> Computer Hardware/Software <p><input type="checkbox"/> Furniture & Equipment</p> <p><input type="checkbox"/> Computer Hardware/Software</p> <p><input type="checkbox"/> New Staff Resources (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Permanent <input type="checkbox"/> Temporary <p>Temp Duration: _____</p> <p><input checked="" type="checkbox"/> Other – please describe: A contracted Planner who would draft and process OCP bylaw amendments based on recommendations from the Hornby Island Advisory Planning Commission and take them through the legislated process.</p>
<p>Business Area: Hornby Island Local Trust Committee – LTC projects</p>	
<p>Name of Request: HO LTC – Hornby OCP amendment Review</p> <p>2022/23 - \$15,000</p>	
<p>Date initiated: December, 2021</p>	<p>Date required: April, 2022 -March 31, 2023</p>

BACKGROUND:

On November 20, 2020, the Hornby Island Local Trust Committee passed the following resolution:

that the Hornby Island Local Trust Committee add the item "Official Community Plan Review" to the Top Priorities Report as priority No. 1.

The discussion around this project included an explanation from staff that a project of this nature would be considered Major or Extraordinary in scope and would therefore not be resourced by Planning staff from the Northern office but would need to be assigned to the Regional Planning Team (RPT). Staff further explained that the process for assigning projects to the RPT and the criteria for the RPT to decide which projects to work on first had not been decided as of yet and likely would not be until the next Islands Trust term of office.

The Hornby LTC expressed a desire to have the amendments to the OCP and LUB be completed as soon as **170**

possible and on March 26, 2021, the Hornby Island Local Trust Committee passed the following resolution:

that the Hornby Island Local Trust Committee request that the Advisory Planning Commission provide recommendations for Official Community Plan and Land Use Bylaw amendments with topic areas of focus: First Nations, Short Term Vacation Rentals, Housing, and the Riparian Areas Development Permit Area.

The LTC is anticipating that the Hornby APC will be sending a recommendation for amendments to the LTC in early 2022. With the understanding that Islands Trust Planning staff may not be available to take up these recommendations to process as bylaw amendments in 2022, the LTC passed the following resolution on October 8, 2021:

HO-2021-065

It was MOVED and SECONDED,

that the Hornby Island local Trust Committee request staff to prepare a draft business case to assist the Hornby Island Advisory Planning Commission in its review of the Hornby Island Land Use Bylaw and Official Community Plan, that this business case include the use of a consultant for all or part of the work, and that staff forward the Business Case to the Islands Trust Financial Planning Committee for consideration of inclusion in the 2022/2023 Islands Trust budget.

CARRIED

PROBLEM STATEMENT/OBJECTIVES:

Regulations regarding short term vacation rentals on Hornby continue to be confusing to residents. The cost and availability of Housing on Hornby becomes more problematic over time, and the regulations adopted regarding Riparian Areas Development Permit Area are problematic because of conflicting technical information that was used to develop them. In addition, the LTC believes acknowledgement of First Nations within the OCP is not as robust as it should be. The LTC consider addressing all of these topics in the OCP and LUB an urgent matter. Given competing demands on staff time to do this work, the LTC believes that a consultant should be hired to complete this work in the short term.

PROJECTED RESULTS/DELIVERABLES:

Funding request (FY22/23)	Target Duration	Cost
Consultant Contract – Bylaw drafting and processing through legislated process including required public engagement.	Over the course of 2022	\$12,000
Technology (mapping, data analysis, etc.) and administrative support for public engagement	Over the course of 2022	\$ 1,000
Development of communication and educational info / Community Information Meeting(s) Public Hearing	Over the course of 2022	\$ 2,000

ALTERNATIVES CONSIDERED:

Option 1:

Ask the Regional Planning Team to add this project to their work plan with the understanding that it likely would not be complete in the short term.

Option 2:

The Local Planning Team could work on minor amendments regarding each topic area one at a time.

Qualitative Analysis:

If no action taken, housing crisis will elevate to a critical level. Without updating the OCP to strengthen the various policies and objectives that impact the conditions of housing (and its associated environmental, social, economic and cultural conditions), Hornby Island will no longer be able to provide healthy social, economic, environmental and cultural conditions for its residents. Furthermore, the island will no longer be able to maintain its character. Most importantly, if no action is taken, we will fail to implement the Trust Council's mandate of preserving and protecting Hornby Island.

RECOMMENDED DECISION:

That Trust Council approve \$15,000 in fiscal 2022/23 to hire a consultant to process OCP and LUB bylaws as recommended by the Hornby Island Advisory Planning Commission.

PURCHASING PROCEDURE:



Budget Funding Request Short-Form Business Case

Completion of this form initiates a request to the management team for allocation of budget funds. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

<p>Initiated by: Marnie Eggen On behalf for the GM LTC</p>	<p>Budget Source (select all that apply):</p> <p><input checked="" type="checkbox"/> Specific Project Funding (select all that apply)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Third Party Contractors <input type="checkbox"/> Staff Travel Expense <input type="checkbox"/> Staff Overtime Expense <input type="checkbox"/> New Staff Member – Temporary for project <input type="checkbox"/> Computer Hardware/Software
<p>Business Area: Gambier Island Local Trust Committee – LTC projects</p>	<p><input type="checkbox"/> Furniture & Equipment</p>
<p>Name of Request: GM LTC – Gambier OCP and LUB Targeted Review Project</p> <p>2022-2023 - \$17,000.00</p> <p>2023-2024 - \$13,000.00</p>	<p><input type="checkbox"/> Computer Hardware/Software/Supplies</p> <p><input type="checkbox"/> New Staff Resources (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Permanent <input type="checkbox"/> Temporary <p>Temp Duration: _____</p> <p><input checked="" type="checkbox"/> Other – please describe: Honoraria for First Nations for on-going meetings and participation, technology, mapping, facility rental, engagement meetings and materials, printing, posting and distribution of communication materials.</p>
<p>Date of Funding Request: September 24, 2021</p> <p>GM LTC Resolution: May 27, 2021: GM-2021-038 It was MOVED and SECONDED that the Gambier Island Local Trust Committee endorse the Gambier Island Official Community Plan Land Use Bylaw Targeted Review Project Charter, as amended, dated May 27, 2021. CARRIED</p>	<p>Funding Required for (date range): April 2022 – March 31, 2023</p>

ISSUE/OPPORTUNITY:

The Gambier Island OCP and LUB targeted review is a top priority project aimed at these focussed and interconnected topic areas: heritage preservation and protection (mainly indigenous natural and cultural heritage), and protection of shoreline and forest ecosystems. This targeted review process and resulting amendments to the OCP and LUB would address issues and provide opportunities as follows:

- Strengthen relations with First Nations in the Howe Sound region, honouring the Gambier reconciliation standing resolution # GM-2019-061 and the Islands Trust Reconciliation Action Plan 2019-2022 by undertaking early and meaningful engagement with Skwxwú7mesh/Squamish Nation, and others, working to align land use planning policies and regulations with First Nations interests and First Nations-led planning and policy initiatives.
- Update Gambier Island’s OCP, which have not been substantially updated since 2001 and 2004 respectively, and to be reflective of reconciliation and First Nations engagement, including acknowledgement of First Nations treaty and territorial rights and title, including place, context and inherent rights.
- Aligns and advances the Islands Trust Strategic Plan Objective “to preserve and protect marine ecosystems” and Strategy to “undertake a review of Local Trust Committee-Bowen Islands Municipality foreshore policies and regulatory bylaws and develop model policy and regulatory bylaws for the protection of the foreshore and nearshore,” by specifically reviewing and strengthening Gambier shoreline protection policies and regulation, and incorporating work to-date advanced by the Regional Planning Committee.
- Aligns and advances the Islands Trust Strategic Plan Objective “Preserve, protect and advocate for forest and terrestrial ecosystems”, by reviewing and strengthening Gambier forest protection policies and regulations as guided by the Islands Trust Toolkit for the Protection of the Coastal Douglas-fir Zone and Associated Ecosystems. There are thirteen Coastal Western Hemlock (CWH) ecosystems under threat in this region and are under-protected. Only 2% of CWH ecosystems in the Salish Sea region are protected, highlighting the urgent need to conserve remaining mature and old-growth forests*.

The completion of a project of this scale will rely on a successful public engagement process which requires support from a skilled engagement professional with expertise in indigenous and non-indigenous engagement and land use planning policy and regulation review. The completion of this project will also rely on mapping and geospatial data, along with ecological and indigenous expertise to assist with analysis.

Background:

The first phase of this project will take place this fiscal (2021-2023) and be dedicated to developing an engagement and communications plan for the OCP-LUB targeted review and exploring data and mapping needs. The current LTC project budget will cover the anticipated costs for fiscal 2021-2023. The second and third phase of this project is dedicated to undertaking engagement and communications as recommended in the plan with targeted support from an engagement professional and continued work on identifying priority areas for protection.

The LTC is seeking the funds to support the second and third phase with this business case.

* Islands Trust Conservancy, *Gambier Island Local Trust Area Coastal Western Hemlock Forests, Forest Fact Sheets*, June 2020

PROJECTED RESULTS/DELIVERABLES:

Funding Request for Phase 2: Consultation & Bylaw Development (2022-2023)	Target Duration	Cost
Indigenous and non-indigenous engagement as per the Engagement and Communications Plan developed in Phase 1 with targeted support by consultant	Spring – Summer 2022	\$15,000.00
Analysis of data/mapping for priority setting & developing criteria to	July 2021 – Fall	\$2,000.00

identify target areas for consideration of protection with support from scientific and indigenous expertise	2022	
Introduce draft bylaw language	Spring 2022	
Introduce draft bylaws, early referral to First Nations and others	Summer - Fall 2022	
Funding Request for Phase 3: Legislative Process and Implementation (2023-2024)		
Legal Review	Winter 2023	\$3,000.00
1 st reading, further engagement, referrals to First Nations and agencies	Spring 2023	\$5,000.00
Consideration of changes and 2 nd reading	Summer 2023	
Community Information Meeting and Public Hearing	Summer/Fall 2023	\$3,000.00
3 rd reading	Fall 2023	
Forward to Executive Committee and Ministry of Municipal Affairs	Fall 2023	
Final Adoption	Winter 2023/24	
Bylaw amendment communications		\$2,000.00

RISK ASSESSMENT:

- Factors potentially affecting the timing of project deliverables:
 - Regional Planning Team capacity to manage the project in 2022/2023 and 2023/2024 along with other competing LTC projects that are yet to be approved for that timeframe;
 - Capacity and available expertise to support mapping and data needs within the budget;
 - Other staffs' capacity to provide support to the project in 2022/2023 and 2023/2024;
 - First Nation capacity and interest to engage may not align with project timelines;
- Cost of First Nation honoraria, compensation for referral review may be beyond budget;
- Continued prioritization of the project by the Gambier LTC may be at risk after the 2022 election.

ALTERNATIVES CONSIDERED:

Option 1: Increase/no level of involvement of engagement consultant

Increased involvement

- More robust consultation with multiple events, all undertaken by consultant; increased possibility of building trust with indigenous and non-indigenous communities;
- Bylaws drafted by consultant and/or by staff;
- Over \$75,000.00 overall budget, which may require use of Surplus or special property tax requisition
- Timeline of 2-3 years, likely less than current proposal; would continue into next political term.

No involvement

- Minimal consultation undertaken by staff, hampering possibility of building trust with indigenous and non-indigenous communities;
- Bylaws drafted by staff;
- Under \$40,000 overall budget, likely funded with LTC project budget funds of under \$5,000.00/fiscal;
- Extend timeline to 2.5 – 4 years or longer; would continue into next political term.

Option 2: Expand the bylaw review to a Comprehensive OCP review or limit to one topic in the targeted review

Expand Review

- Overhaul of OCP and LUB; last reviews were in 2001 and 2004 respectively;
- Possibly extending timeline to 2.5 – 4 years; would continue into next political term;
- Would likely require engagement consultants;
- Would likely result in substantial increase overall budget, which may require use of Surplus or special property tax requisition.

Limit Review to one topic area

- Fewer updated policies, and risk that OCP continues to not reflect current and future community needs;
- Possible timeline would continue to into next political term;
- Would not likely require engagement consultant;
- Would likely result in substantial decrease in overall budget, funded with LTC project budget funds of under \$5,000.00/fiscal.

Option 3: Do not undertake a Gambier Island Official Community Plan/Land Use Bylaw Targeted Review

- Missed opportunities:
 - to build relationships with First Nations in the Howe Sound;
 - for Gambier Island OCP and LUB to:
 - reflect First Nation’s reconciliation in accordance with Gambier Island’s standing resolution and protect indigenous cultural heritage;
 - advance the Islands Trust Strategic Plan Objective “to preserve and protect marine ecosystems”;
 - advance the Islands Trust Strategic Plan Objective “Preserve, protect and advocate for forest and terrestrial ecosystems”

CRITICAL SUCCESS FACTORS:

- See Risk Assessment above for critical success factors and risks involved.

RECOMMENDED OPTION:

The present funding request is for \$17,000.00 for fiscal 2022/23 to allow the Gambier Island OCP-LUB project to progress to Phase 2, accommodating the support from a community engagement professional and ecological/mapping expertise. An additional \$13,000.00 is anticipated to be needed in fiscal 2023/24 to advance draft bylaws through the legislative process and in order to complete the project.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

\$17,000.00 for fiscal 2022/2023 for Phase 2

\$13,000.00 for fiscal 2023/2024 for Phase 3

Includes cost savings by limiting consultant involvement to significant engagement events/activities.

Qualitative Analysis:

If no action is taken, Gambier Island forests, shorelines and indigenous heritage are at risk of continued degradation from future rural development.

PURCHASING PROCEDURE:

- Direct award or RFP to engagement consultant for targeted support during Phase 2 and 3.
- Direct award or RFP to ecological/mapping expertise for assisting with prioritizing areas for protection.

PROPOSED IMPLEMENTATION STRATEGY:

- See Projected Results/Deliverables above.

Marnie Eggen, Island Planner on behalf of
Gambier Local Trust Committee

Initiator Name and Title

October 1, 2021

Date



Budget Funding Request Short-Form Business Case

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TO BE COMPLETED BY INITIATOR

<p>Initiated by: Heather Kauer On behalf of the DE LTC</p>	<p>Budget Source (select all that apply):</p> <p><input checked="" type="checkbox"/> Specific Project Funding</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Third Party Contractors <input type="checkbox"/> Staff Travel Expense <input type="checkbox"/> Staff Overtime Expense <input type="checkbox"/> New Staff Member <input type="checkbox"/> Computer Hardware/Software <p><input type="checkbox"/> Furniture & Equipment</p> <p><input type="checkbox"/> Computer Hardware/Software</p> <p><input type="checkbox"/> New Staff Resources (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Permanent <input type="checkbox"/> Temporary <p style="margin-left: 40px;">Temp Duration: _____</p> <p><input checked="" type="checkbox"/> Other – please describe: Honoraria for speakers/First Nations' for on-going meetings and participation, minute taking, technology support, mapping, facility rental, open-house meetings and material, , legal review, development and printing of educational info, brochures, posting of meeting, ads, and legal notifications.</p>
<p>Business Area: Denman Island Local Trust Committee – LTC projects</p>	
<p>Name of Request: DE LTC – Denman OCP and LUB Housing and Short Term Rentals Review</p> <p>2022/23 - \$13,500 2023/24 - \$8,000</p> <p>DE-2021-060 It was MOVED and SECONDED, that the Denman Island Local Trust Committee request staff forward the Denman Affordable Housing project Business Case to the Islands Trust Financial Planning Committee for consideration of inclusion in the 2022/23 Islands Trust budget.</p>	
<p>Date initiated: July 6, 2021; Resolution DE-2021-060</p>	<p>Date required: April, 2022 -March 31, 2023</p>
<p>BACKGROUND: Low diversity of housing types and low rental vacancy are the prominent housing challenges on Denman island. As of June, 2021, the preschool, General Store, and at least one farm are having trouble finding staff, mainly due to lack of housing on the island. With high land values also comes the desire to revitalize and monetize properties, which often negatively impact the environment and neighbourhoods as well as the island's housing market options for most average income households on the island.</p>	

PROBLEM STATEMENT/OBJECTIVES:

Amendments to the OCP and LUB would tackle a range of issues that impact the affordability of housing and the types of housing as they relate to the locations, sizes, and designs of housing development. Furthermore, the existing policies within the OCP are outdated and no longer reflect the current housing conditions, as well as infrastructure servicing, transportation system, environmental conditions and other elements that impact the availability, affordability and diverse housing types on the island. The current OCP policies and LUB regulations related to housing also need to be updated to implement the recommendations of the *Islands Trust Northern Region Housing Needs Assessment, 2018* and Section 473 of the Local Government Act requiring that OCPs include housing policies that address housing needs.

Active and meaningful engagement with First Nations based on the standard of Free, Prior and Informed Consent (FPIC), on-going collaboration with external agencies and local organization, as well as the public at-large will also be part of this planning process. It is important to note that, the traditional practice is to provide a capacity funding to support First Nations’ participation, which amounts to approximately \$200 per person, per meeting. For the nations to review any draft documents, it will be around \$2000 per nation per review.

The creation of a project of this scale will rely on a successful public engagement process which requires a skilled facilitator to deal with a diverse group of stakeholders and the numerous issues affecting their community.

PROJECTED RESULTS/DELIVERABLES:

Funding request for Stage 1 (FY22/23)	Target Duration	Cost
First Nation Consultation early and ongoing Coordination with First Nations’ staff Collaborations with First Nations in their preferred methods	One half day	\$2,500
Consultant Contract – Public Engagement	Over the course of 2022	\$10,000
Technology (mapping, data analysis, etc.) and administrative support for public engagement program, meetings with stakeholder groups and agencies	Over the course of 2022	\$ 1,000
Funding Request for Stage 2 (FY23/24)		
Draft amendment to OCP/LUB – Regional Planning Team	Over 5 months in late 2023	\$
Legal review	Focus on review of draft bylaws	\$ 6,000
Development of communication and educational info / Community Information Meeting(s) Public Hearing	Over the course of 2023 - 2024	\$ 2,000

Progress update and public meetings	Multiple - TBA	\$
<p>ALTERNATIVES CONSIDERED:</p> <p>Option 1: Keep the same project charter but consider one or all of the following options:</p> <ul style="list-style-type: none"> • Plan public engagement activities that could be accomplished entirely by Regional Planning Team members; • Extend the proposed project duration; <p>Option 2: Request that the Regional Planning Committee develop model OCP policies and LUB regulations that promote affordable housing Trust-wide.</p> <p>This alternative would maximize Trust budget dollars by creating models that can be considered by all LTCs in the Trust area and not just benefit one LTC. However, the Denman LTC considers housing to be an urgent enough matter in the Denman LTA that a housing project should be prioritized sooner than a Trust-wide process might allow.</p> <p>Option 3: Keep the same project charter and budget but fund the project via a Special Tax Requisition (this would require reconsideration for next 2022/23 fiscal budget).</p> <p>The project will apply Trust Council’s declarations and implement Trust Councils Strategic Plan. The impact of funding this project via special tax requisition is to minimize the impact to the overall proposed Trust Council budget whereas the special tax requisition would have a more dramatic impact on local Denman Island taxpayers.</p>		
<p>CRITICAL SUCCESS FACTORS (List):</p> <ul style="list-style-type: none"> - Regional Planning Team capacity to manage the project in 2022/23; - Continued prioritization of the project by Denman Trustees after the 2022 election. 		
<p>CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: Enhanced engagement with First Nations and stakeholders, APC referral, and online tools are proposed with consultant facilitation.</p>		
<p>COST/BENEFIT ANALYSIS:</p> <p><u>Quantitative Analysis:</u></p> <ul style="list-style-type: none"> • \$13,500 for Stage 1 as per project breakdowns above • \$8,000 for Stage 2 		

Qualitative Analysis:

If no action taken, housing crisis will elevate to a critical level. Without updating the OCP to strengthen the various policies and objectives that impact the conditions of housing (and its associated environmental, social, economic and cultural conditions), Denman Island will no longer be able to provide healthy social, economic, environmental and cultural conditions for its residents. Furthermore, the island will no longer be able to maintain its character. Most importantly, if no action is taken, we will fail to implement the Trust Council's mandate of preserving and protecting Denman Island.

RECOMMENDED DECISION:

The DE LTC will be seeking approval from the Director of LPS of \$5,000 for fiscal 2021/22 to initiate the overall project. The present funding request is for \$13,500 for fiscal 2022/23 to allow a consultant to conduct public engagement related to housing on Denman Island. An additional \$8,000 is anticipated to be needed in fiscal 2023/2024 to develop bylaw amendments and initiate legal review to complete the project.

PURCHASING PROCEDURE:

Denman Island Local Trust Committee

Initiator:

July 6, 2021

Date



**Budget Funding Request
Short-Form Business Case**

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TO BE COMPLETED BY INITIATOR

<p>Initiated by: Jason Youmans, Island Planner On behalf of SS LTC</p>	<p>Budget Source (select all that apply):</p> <p><input checked="" type="checkbox"/> Specific Project Funding (select all that apply)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Third Party Contractors <input type="checkbox"/> Staff Travel Expense <input type="checkbox"/> Staff Overtime Expense <input type="checkbox"/> New Staff Member – Temporary for project <input type="checkbox"/> Computer Hardware/Software <p><input type="checkbox"/> Furniture & Equipment</p> <p><input type="checkbox"/> Computer Hardware/Software/Supplies</p> <p><input type="checkbox"/> New Staff Resources (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Permanent <input type="checkbox"/> Temporary <p style="margin-left: 40px;">Temp Duration: _____</p> <p><input checked="" type="checkbox"/> Other – please describe: _____</p> <p>Honoraria for speakers/First Nations for ongoing meetings and participation, minute-taking, technology support, mapping, facility rental, open house meetings and materials, legal review, development and printing of educational info, brochures, posting of meeting, ads, and legal notifications.</p>
<p>Business Area: Salt Spring Island Local Trust Committee – LTC Projects Local Planning Services</p>	
<p>Name of Request: SS LTC – Protection of the Coastal Douglas-fir Zone and Associated Ecosystems 2022/23 - \$32,000</p>	
<p>Project Initiated: July 20, 2020 Funding request initiated: October 5, 2021 Resolution SS-2021-182 <i>That the Salt Spring Island Local Trust Committee endorse the Protection of the Coastal Douglas-fir Zone and Associated Ecosystems Business Case shown in Appendix 1 of the staff report dated October 5, 2021, as amended, and forward it to the</i></p>	<p>Funding Required for (date range): April 2022 – March 2023</p>

Islands Trust Financial Planning Committee for consideration of inclusion in the 2022/23 Islands Trust budget.

CARRIED

BACKGROUND: In 2018, the Islands Trust developed a Toolkit that outlined methods for protecting the Coastal Douglas-fir zone and associated ecosystems. In 2019, the Salt Spring Island Local Trust Committee (SS LTC) identified ‘Protection of the Coastal Douglas Fir Ecosystem’ as a Strategic Priority item for the 2018-2022 term. This project will implement the SS LTC’s Strategic Priority and the Islands Trust’s Toolkit on Salt Spring Island.

PROBLEM STATEMENT/OBJECTIVES:

Per the project charter, the objectives of this LTC project are as follows:

- maintain contiguous forest cover;
- protect and restore functioning ecosystems;
- protect watershed ecology; and
- honour Coast Salish cultural heritage; and
- Minimize wildfire risk

At its meeting of August 31, 2021, the SS LTC resolved to direct staff to include in this business case \$17,000 in spending to fund wildfire ecosystem risk assessment and mitigation work associated with the CDF ecosystem.

Additionally, the LTC will strive to ensure that any policy or regulatory changes that result from this project are consistent with Indigenous perspectives and values relative to the island ecosystem and that area First Nations with treaty and territorial interests in Salt Spring Island have the opportunity to participate in the project. Capacity funding to support First Nations’ participation is anticipated to require in the order of \$200 per person, per meeting. For the nations to review any draft documents, it will be around \$2000 per nation per review.

Finally, among the options for an equitable approach to forest protection that does not leave some land owners feeling that they are “losing” something, is exchanging additional density for environmental protection. However, staff are not equipped to calculate the appropriate trade-off between X additional densities for Y hectares of protected land. As such, a report from a professional property appraiser is required.

PROJECTED RESULTS/DELIVERABLES:

Funding Request for Stage 2 (FY 22/23)	Target Duration	Cost
First Nations Consultation		\$3,500
Consultant – Density Bonus Zoning Appraisal Report		\$4,000
Consultant – Fire Ecology Risk Analysis		\$12,000
Fire Ecology Risk Reduction Workshop		\$5,000
Regulatory and Policy Development		\$5,000
Communications and Education Materials		\$2,500

RISK ASSESSMENT:

- Public opposition – Significant pushback from segments of the community could dent the SS LTC’s enthusiasm to see the project through to completion.

- Timelines – If the SS LTC intends this project to culminate in policy or regulatory changes these are unlikely to conclude by end of term.

ALTERNATIVES CONSIDERED:

Option 1

Fund the project as a “minor” project with a budget under \$5,000 and for which a budget business case is not required

The implications of this option are that the SS LTC would be unable to fund the fire ecology work recommended by the Ecological Research Network, nor hire a professional appraiser to help determine what, if any, trade-off between additional residential densities in exchange for forest protection in perpetuity is appropriate.

The project would also be limited to the “document referral” model of First Nations engagement from which the Islands Trust is trying to move away unless capacity funding became available through the Senior Intergovernmental Policy Advisor’s office.

Option 2

Fund the project as proposed through a special property tax requisition

The implications of this option are that the SS LTC would likely have two special property tax requisitions for the 2022/23 fiscal year; one to maintain the Salt Spring Island Watershed Protection Alliance (SSIWPA) and one to carry out the consultation program associated with its Coastal Douglas-fir Ecosystem Protection Project. It is unclear whether the SS LTC is interested in pursuing an additional special property tax requisition.

Option 3

Terminate the project

The SS LTC may determine that it is not interested in pursuing a policy or regulatory approach to CDF protection on Salt Spring. If so, this project should be terminated or its charter should be significantly amended to reflect more modest aspirations.

CRITICAL SUCCESS FACTORS:

- Consultants that deliver the products requested;
- Continued prioritization by SS LTC after the 2022 election

RECOMMENDED OPTION:

That the Salt Spring Island Local Trust Committee requests Islands Trust Financial Planning Committee include \$32,000 in the 2022/23 to fund the SS LTC’s Protection of the Coastal Douglas-fir Zone and Associated Ecosystems Project.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

The budget proposed here corresponds to the components that the LTC has requested be included in its project. The budget reflects that anticipated costs of those components.

Qualitative Analysis:

The LTC has requested the inclusion of fire ecology assessment. It is assumed this work will inform future policy and regulation development.

The Islands Trust has made substantial commitments to reconciliation with Indigenous people and nations of the Islands Trust area. It is important to ensure that projects are adequately funded to meet these commitments.

PURCHASING PROCEDURE:

RFP or Direct Award – Density Bonus Zoning Appraisal Report

RFP – Fire Ecology Risk Analysis/Policy and Regulatory Development

PROPOSED IMPLEMENTATION STRATEGY:

See project charter in Appendix 2 of the staff report of October 5, 2021.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

The SS LTC has already created collaborations on this project by partnering with the Ecological Research Network/Transition Salt Spring to deliver educational/communications materials. The SS LTC has signalled its intention to deepen this partnership by helping carry out the fire ecology assessment work advocated by the ERN.

The LTC’s Science Working Group contains members drawn from academia, forestry, fire protection, and local conservation initiatives.

As this project advances it will require significant attention to how initiatives are communicated to ensure that the public understands the nature of any proposed actions.

Jason Youmans, Island Planner

Initiator Name and Title

September 23, 2021

Date



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TO BE COMPLETED BY INITIATOR	
<p>Initiated by: Louisa Garbo</p>	<p>Budget Source (select all that apply):</p> <p>X Specific Project Funding (select all that apply)</p> <p><input checked="" type="checkbox"/> Third Party Contractors <input type="checkbox"/> Staff Travel Expense <input type="checkbox"/> Staff Overtime Expense <input type="checkbox"/> New Staff Member – Temporary for project <input type="checkbox"/> Computer Hardware/Software</p> <p><input type="checkbox"/> Furniture & Equipment</p> <p><input type="checkbox"/> Computer Hardware/Software/Supplies</p> <p><input type="checkbox"/> New Staff Resources (see Staff Costing Tool) <input type="checkbox"/> Permanent <input type="checkbox"/> Temporary Temp Duration: _____</p> <p>X Other – please describe: UBCM-C2C Funding (granted)</p>
<p>Business Area: Salt Spring Island Local Trust Committee</p>	
<p>Name of Request: Ganges Village Project – Public Engagement Budget request: \$51,000</p>	
<p>Date of Funding Request: July 10, 2021</p>	<p>Funding Required for (date range): April 1 2021-March 31, 2022</p>
<p>ISSUE/OPPORTUNITY:</p> <p>The Ganges Village Area Plan proposal was approved in the 2021-2022 budget review, this is a request for the 2022-2023 portion of the budget in order to secure funding to complete the</p>	

project. No amendment is proposed for this project, please see Appendix 1 on the original business case for the project.

PROJECTED RESULTS/DELIVERABLES

Budget request for FY 2022-2023

Meeting	Deliverable/Milestone – Phase 2	Cost
	Research and analysis/meeting with participants/agencies	0
	Consulting support and technical analysis and development of policies to address elements such as transportation, climate change (potential partnership with universities)	\$20,000
	Mapping and technological support on the production of the area plan	\$4,000
TBD	Open houses on draft Ganges Village Area Plan - virtual and/or COVID-safe meetings	\$3,000 - Technology support/COVID safety measures/facility rental and set ups
LTC	Progress update and public meetings	\$0
		\$27,000
Meeting	Deliverable/Milestone – Phase 3	Cost
	Draft amendment to governing documents	0
TBD	Open houses on draft amendments - virtual and/or COVID-safe meetings	\$3,000 - Technology support/COVID safety measures/facility rental and set ups
	Legal review	\$15,000
	Development of communication and educational info, printouts, mailings, brochures, posting of meetings and legal notifications	\$6,000
LTC	Progress update and public meetings	\$0
		\$24,000
	TOTAL	\$51,000

Amount approved for FY 2021/2022 was \$95,000. Cost incurred as of the date of this request is estimated to be \$72,681.85, with the following breakdowns:

- First Nations engagement \$1,047.50
- Contracted public engagement service \$70,000
- Task Force support \$246 on minutes, \$735 for in-person meeting (Aug –Dec 2021)
- Communication and educational info \$653.35

RISK ASSESSMENT:

No change from original proposal. Please see Appendix 1

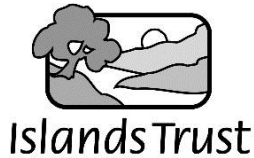
<p>ALTERNATIVES CONSIDERED:</p> <p>No change from original proposal. Please see Appendix 1</p>
<p>CRITICAL SUCCESS FACTORS:</p> <p>No change from original proposal. Please see Appendix 1</p>
<p>RECOMMENDED OPTION:</p> <p>Approve the request for \$51,000 (the remaining funds to be supplemented by other sources).</p>
<p>COST/BENEFIT ANALYSIS:</p> <p>No change from original proposal. Please see Appendix 1</p>
<p>PURCHASING PROCEDURE:</p> <p>No change from original proposal. Please see Appendix 1</p>
<p>PROPOSED IMPLEMENTATION STRATEGY:</p> <p>No change from original proposal. Please see Appendix 1</p>
<p>CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:</p> <p>No change from original proposal. Please see Appendix 1</p>

Louisa Garbo, Island Planner
 Initiator Name and Title

July 14, 2021
 Date

Stefan Cermak, RPM
 Reviewed by: Name and Title

November 5, 2020
 Date



**Budget Funding Request
Short-Form Business Case**

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TO BE COMPLETED BY INITIATOR

<p>Initiated by: Stefan Cermak, Louisa Garbo, On behalf of the SSI LTC</p>	<p>Budget Source (select all that apply):</p> <p><input type="checkbox"/> Specific Project Funding (select all that apply)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Third Party Contractors <input type="checkbox"/> Staff Travel Expense <input type="checkbox"/> Staff Overtime Expense <input type="checkbox"/> New Staff Member – Temporary for project <input type="checkbox"/> Computer Hardware/Software <p><input type="checkbox"/> Furniture & Equipment</p> <p><input type="checkbox"/> Computer Hardware/Software/Supplies</p> <p><input type="checkbox"/> New Staff Resources (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Permanent <input type="checkbox"/> Temporary <p>Temp Duration: _____</p> <p>X Other – please describe: honoraria for speakers/First Nations’ for on-going meetings and participation, minute taking, technology support, mapping, graphic design, facility rental, open-house meetings and material, honoraria for partnership with university, legal review, development and printing of educational info, brochures, posting of meeting, ads, and legal notifications.</p>
<p>Business Area: Salt Spring Island Local Trust Committee – LTC projects</p>	
<p>Name of Request:</p> <p>SSI LTC - Housing Action Program</p> <p>2022/23 - \$25,000</p>	
<p>Date of Funding Request: January 27, 2021</p>	<p>Funding Required for (date range): April 1 2021-March 31, 2023</p>
<p>ISSUE/OPPORTUNITY:</p> <p>Salt Spring Island has the highest per capita homeless population in the Capital Regional District, with aging infrastructure in some parts of the island and lack of adequate infrastructure in others. Considering the growth patterns on the island, coupled by a number of issues relevant to the housing condition, such as the lack of affordable housing, low diversity in housing types, and low rental vacancy are all among the housing challenges</p>	

on the island. With the high land values also comes the desire to revitalize and monetize properties, which often negatively impact the environment and neighbourhoods as well as the island's housing market options for most average income households on the island.

On December 17, 2019, the SSI LTC directed to work with Trustee Patrick to establish a Salt Spring Housing Working Group to advise the Local Trust Committee to provide advice and recommendations on policy and regulations to address housing needs across the housing continuum. Despite attempts, a formal Working Group was never established (i.e., no terms of reference, formal appointments of members or public meetings). Nevertheless, an informal Housing Working Group was formed to take on the initiative. The Housing Working Group submitted a report to the SSI LTC on October 6, 2020. At the same meeting the SSI LTC made "Housing Challenges and Solutions" a top priority and directed staff to provide a Project Charter for the implementation of this initiative. Note that the resolution directed staff to develop a project charter based on the received Working Group report.

On January 22, 2021, the SSI LTC adopted a project charter, a budget in principle, and other relevant matters:

SS-2021-025 It was MOVED and SECONDED, That the Salt Spring Island Local Trust Committee approve the "Housing Action Program" Project Charter as amended. CARRIED

SS-2021-026 It was MOVED and SECONDED, That the Salt Spring Island Local Trust Committee accept in principle the proposed "Housing Action Program" project budget. CARRIED

SS-2021-027 It was MOVED and SECONDED, That the Salt Spring Island Local Trust Committee approve the proposed "Housing Action Program" Task Force Terms of Reference. CARRIED

SS-2021-028 It was MOVED and SECONDED, That the Salt Spring Island Local Trust Committee approve in principle the proposed "Housing Action Program Public Engagement Framework". CARRIED

SS-2021-029 It was MOVED and SECONDED, That the Salt Spring Island Local Trust Committee direct staff to review potential amendments to the Salt Spring Island Official Community Plan and the Salt Spring Island Land Use Bylaw as identified in the "Housing Action Program" Project Charter. CARRIED

SS-2021-030 It was MOVED and SECONDED, That the Salt Spring Island Local Trust Committee direct staff to conduct early and ongoing engagement with at minimum First Nations, the Capital Regional District, the Agricultural Land Commission, School District No. 64, North Salt Spring Waterworks District, Salt Spring Island Fire and Rescue, Salt Spring Island Arts Council, the Chamber of Commerce, Salt Spring Island Community Services, BC Housing, The Ministry of Transportation and Infrastructure, health service, housing providers and coastal agencies, and Trust Council and other Local Trust Committees in accordance with Section 475 of the Local Government Act, on the proposed "Housing Action Program" and the proposed major amendment to the Salt Spring Island Official Community Plan. CARRIED

SS-2021-031 It was MOVED and SECONDED, That the Salt Spring Island Local Trust Committee direct staff to seek opportunities for collaboration and efficiencies between the Housing Action Program Task Force and the Ganges Village Planning Task Force. CARRIED

The adopted "Housing Action Program" Project Charter implements the Housing Working Groups recommendations and intends to provide actions and measures to address the housing issues unique to Salt Spring Island. Actions proposed in the Project Charter includes a number of actions, such as the potential for a major amendment to the Official Community Plan. The amendment to the OCP will tackle a range of issues that impact the affordability of housing, the types of housing options, and the environmental sustainability as they

relate to the locations, sizes, and designs of housing development. Issues such as water availability and the moratorium on new connections to the North Salt Spring Waterworks community water system, storm-water and sewer systems, active transportation infrastructure, innovative site and building design, arts and culture, archaeological significance will all be examined in the process. Furthermore, the existing policies within the OCP are outdated and no longer reflect the current housing conditions, as well as infrastructure servicing, transportation system, environmental conditions and other elements that impact the availability, affordability and diverse housing types on the island. The current objectives with the OCP also do not reflect Trust Council’s implementation of the First Nations Engagement Principles Policy, Trust Council’s Reconciliation Declaration, and Trust Council’s declaration of a Climate Emergency.

The Housing Action Program also includes the proposal of a number of amendments to the Land Use Bylaw, which includes secondary suites to be permitted in all residential zones (provided all conditions are met), amendment to the subdivision requirements (such as lot designs, lot coverage and sizes), and other regulatory standards that promote affordable housing and sustainable development. Finally, the Action Program proposes the development of incentives for pilot projects in an ecovillage type of development with a mixture of housing types and affordable housing, or other forms of development that incorporates sustainable site and building designs.

Active and meaningful engagement with First Nations based on the standard of Free, Prior and Informed Consent (FPIC), on-going collaboration with external agencies and local organization, as well as the public at-large will also be part of this planning process. There are twelve Nations impacted by the proposed project and will be part of the outreach and consultation process. However, it is important to note that, the traditional practice is to provide a capacity funding to support First Nations’ participation, which amounts to approximately \$200 per person, per meeting. For the nations to review any draft documents, it will be around \$2000 per nation per review. Unfortunately the need for the capacity funding was not known prior to the development of the Project Charter budget, staff is proposing to cut the funding proposed for the partnership with the university and apply the amount to support the collaboration with First Nations.

The creation a Housing Action Program of this scale will rely on a successful public engagement process which requires a skilled facilitator to deal with a diverse group of stakeholders and the numerous issues affecting their community. Staff is proposing to combine some of the public engagement processes with that of the Ganges Village Area Plan - should the funding for the Area Plan is approved.

PROJECTED RESULTS/DELIVERABLES:

Funding request for Stage 1 (FY21/22)	Target Duration	Cost	Notes
Initial meeting between LTC and First Nations	One half day	\$ -	To be jointly held with the Ganges Village Area Plan project
Task Force meetings (virtual or COVID-proof meetings) Open to the public	Over the course of 2021	\$ 3,500.00	Cost anticipates advertising, honoraria for speakers, coffee and snacks, and minutes taking at ±\$25/hr
Technology (mapping, data analysis, etc.) and administrative support for public engagement program, task force meetings, meetings with stakeholder groups and agencies	Over the course of 2021	\$ 1,000.00	

Development of communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications	Over the course of 2021	\$ 4,000.00	
First Nation Consultation early and ongoing Coordination with First Nations' staff Collaborations with First Nations in their preferred methods	Over 12 months	\$ 2,500.00	Cost anticipates advertising, honoraria for participants, coffee and snacks
Multiple virtual and/or in-person COVID-safe open houses and community engagement meetings	Over 12 months	\$ 3,000.00	Technology support, facility rental, and open houses material
Union staff over-time off business hours meetings	Over the course 2021 and 2022		\$ 2,000.00 (staff cost)
Research and analysis/meeting with stakeholders/agencies	Over 12 months	\$ -	
Consultation and collaboration with 12 First Nations	Summer 2021 to Spring 2022	\$ 20,000.00	
Mapping and technological support, and graphic design on the production of the area plan	Over the course of developing the plan	\$ 8,000.00	
Open houses on draft SS OCP - virtual and/or COVID-safe meetings	TBD	\$ 3,000.00	Technology support/COVID measures/facility rental and set ups
	Total	\$45,000	
Finding Request for Stage 2 (FY22/23)			
Draft amendment to OCP/LUB	Over 5 months in late 2022	\$ -	
Open houses on draft amendments - virtual and/or COVID-safe meetings	Multiple meetings in 2022	\$ 3,000.00	Technology support/COVID safety measures/facility rental and set ups
Legal review	Focus on review of draft bylaws	\$ 20,000.00	
Development of communication and educational info, printouts, mailings, brochures, posting of meetings and legal notifications	Over the course of 2022	\$ 2,000.00	
Progress update and public meetings	Multiple - TBA	\$ -	
	Total	\$25,000	
RISK ASSESSMENT:			

Salt Spring Island is facing immense development pressures exasperating an issue already considered a crisis. The development pressure is affecting all issues relating to housing: diversity of type, tenure, affect to the environment, affordability and so on. The SSILTC is of the opinion that addressing housing issues cannot occur without consideration of land use impacts, First Nations, climate change etc.

Without updating the OCP, or some mechanisms to address the housing conditions on the Island, the Island will continue to grow in the direction that deviates from the objectives set forth in the Trust Council Strategic Plan, specifically on “ensuring human activity and the scale, rate and type of development in the Trust Area are compatible with maintenance of the integrity of Trust Area ecosystems, and to sustain island character and healthy communities,” and last, but not least, the Trust Council’s commitment to First Nations Reconciliations, and their declaration on Climate Change Emergency.

ALTERNATIVES CONSIDERED:

Option 1:

Keep the same project charter but consider one or all of the following options

- Undertaking less actions within the proposed Project Charter, such as tabling amendments to LUB, or any incentive programs;
- Seek various funding sources;
- Extend the proposed project duration;
- Seek unpaid internship with university.

Option 2: Keep the same project charter and budget but fund the project via a Special Tax Requisition (this would require reconsideration for next 2022/23 fiscal budget).

The project will apply Trust Council’s declarations and implement Trust Councils Strategic Plan. Salt Spring Island contributes the greatest portion of funding to the Islands Trust federation model. Salt Spring Island already uses a special tax requisition to fund SSIWPA which assists other water sustainability projects throughout the Trust area. The impact of funding this project via special tax requisition is to save the overall proposed Trust Council budget of approximately 1%, whereas the special tax requisition would have a more dramatic impact on local Salt Spring Island taxpayers.

CRITICAL SUCCESS FACTORS:

Consider innovative approaches, invest in the public engagement as well as partnership with agencies and stakeholders, as well as on-going consultation with First Nations.

A model for addressing housing issues that is replicable throughout the Trust area.

RECOMMENDED OPTION:

The SSI LTC is requesting approval of \$45,000 for fiscal 2021/22.

An additional \$25,000 will be required in fiscal 2022/23 to complete this project.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

- \$45,000 for Stage 1 as per project breakdowns above. (additional funds in the following fiscal for \$25,000)

Qualitative Analysis:

If no action taken, housing crisis will elevate to a critical level. Without updating the OCP to strengthen the various policies and objectives that impact the conditions of housing (and its associated environmental, social, economic and cultural conditions), Salt Spring Island will no longer be able to provide healthy social, economic, environmental and cultural conditions for its residents. Furthermore, the island will no longer be able to maintain its charm and character of being the best place to visit and to live within the Gulf Islands, and by extension, the Province of British Columbia. Most importantly, if no action is taken, we will fail to implement the Trust Council’s mandate of preserving and protecting Salt Spring Island.

PURCHASING PROCEDURE:

Will follow due process for proper procurement as set out in Trust Council procurement policy.

PROPOSED IMPLEMENTATION STRATEGY:

As indicated in the Project Charter, the duration of the project will likely take two fiscal years (i.e., Spring 2021/Spring 2023).

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

A standard engagement and online tools have been proposed, and general stakeholder groups have been identified in the Housing Action Program Public Engagement Program. A specific list of contacts that include stakeholders, community groups, relevant agencies, and various First Nations communities is currently in progress.

Louisa Garbo, Island Planner
Project Manager Name and Title

January 28, 2021
Date

Stefan Cermak, RPM
Reviewed by: Regional Planning Manager

January 29, 2021
Date

To: Financial Planning Committee **For the Meeting of:** November 10, 2021

From: David Marlor, Director, Local Planning Services **Date Prepared:** November 5, 2021

SUBJECT: Local Planning Services – Projects Feasibility Assessment

PURPOSE: To provide the Financial Planning Committee with an update on existing projects undertaken by the Regional Planning Team, and provide context for the planning project budget request for FY2022/23.

BACKGROUND:

The Regional Planning Team began work on transitional projects in November 2020, with the intent to move towards undertaking projects assigned based on a regional assessment. The policy to inform recommendations for project prioritization is in progress via the Regional Planning Committee, with the intent to provide an opportunity for Trust Council to review in December 2021, and consider adoption in March 2022.

For this budget cycle, Staff will present an update of the current Regional Planning Team work items, with estimated completion dates and budgets, and the requested projects from local trust committees Trust Council’s Strategic Plan. Staff will assess the projects against available planning resources to assist with Trust Council making a decision on funding.

Long range planning is made up of three components:

- 1) currently active projects that will continue into FY2022/23;
- 2) Trust Council Strategic Plan items ear-marked for being undertaken in FY2022/23 by the Regional Planning Committee;
- 3) new projects requested by the local trust committees that would be undertaken by the regional planning team (the team of planners assigned to working on major projects of local trust committees in a coordinated way).

The following three tables outline the projects in the three categories indicated above.

Table 1: Regional Planning Team – Current Work Program:

Note: the coloured bar and X indicate the expected quarter in which the project will complete.

Project	Trust Body	Budget	Estimated staff time to complete in FY2022/23	Estimated Completion Date (Year – Month)	FY2021/22		FY2022/23				FY2023/24				
					Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Floor Area Ratio report	RPC	\$10,000		Completed											
Eelgrass Mapping	RPC	\$55,000		2021-12		X									
Bonus Density	RPC	\$5,000		2022-03	X										
CDF model DPA	RPC	\$10,000		2022-03	X										
Shoreline Options	RPC	\$10,000		Completed											
Heritage Overlay Mapping (phase 1 and 2)	RPC	\$55,000		2021-03	X										

Project	Trust Body	Budget	Estimated staff time to complete in FY2022/23	Estimated Completion Date (Year – Month)	FY2021/22		FY2022/23				FY2023/24					
Subdivision proof of water	SSI	\$2,000		2022-06			X									
CDF protection	SSI			2023-03				Budget requested		X						
Weston Lake Water availability	SSI		1 week	2022-03		X										
Watershed stewardship and protection	SSI		5 weeks	2022-09				X								
RAR – Bowyer, Anvil	GM			2021-08??												
OCP	GM			2023-09					Budget requested				X			
RAR	TH			2021-09	X											
Farm Plan	DE			2022-09				X								
Housing Policy	MA	\$2500	3 weeks	2022-09				X								
Groundwater Sustainability	NP	\$2500	4 weeks	2022-12							X					
LUB Review	NP	\$5000	2 weeks	2022-12						X						
Groundwater Sustainability	GL	\$2500	4 weeks	2022-09				X								
TOTAL			180 hours													

For the 2022/23 fiscal year, the Regional Planning Committee has indicated that it is requesting funding to support the following projects, and passed the noted resolutions in order to undertake Strategic Plan items assigned to the Committee.

Table 2: Regional Planning Committee Strategic Plan Program Requests for FY2022/23

Item	Budget Request	Estimated Staff Resources	Resolution	Notes
Housing options workshop	\$10,000	Contract included in budget. 70 hours to manage	It was MOVED and SECONDED, that Regional Planning Committee forward to the Financial Planning Committee for inclusion in the Fiscal Year 2022/23 the business case for Strategic Plan Item No. 4.4iv , as amended, to organize a workshop for planning staff to focus on the development of model bylaws to address housing options suitable to the Islands Trust area.	DE, GB and SSI are interested in housing-related projects.
Freshwater Strategy – outreach and engagement – document formatting and presentation	\$6,000	Estimate 70 hours to manage contract.	It was MOVED and SECONDED, that Regional Planning Committee forward to the Financial Planning Committee for inclusion in the Fiscal Year 2022/23 the business case for Strategic Plan Item No. 2.4 – to support a Fresh Water Sustainability Strategy outreach and engagement plan.	Supports the FWSS by providing initial information for outreach and communication through a professionally formatted FWSS document.

Item	Budget Request	Estimated Staff Resources	Resolution	Notes
Freshwater Strategy – State of Freshwater report	\$41,000	Co-op included in budget. 140 hours to manage	It was MOVED and SECONDED, That Regional Planning Committee forward to the Financial Planning Committee for inclusion in the Fiscal Year 2022/23 the business case for Strategic Plan Item No. 2.4 – to support the creation of a 2022 State of Freshwater report.	
Groundwater mapping (completion)	\$50,000	Contract. 200 hours to manage	It was MOVED and SECONDED, that Regional Planning Committee forward to the Financial Planning Committee for inclusion in the Fiscal Year 2022/23 the business case for Strategic Plan Item No. 2.5 - to finish Groundwater Mapping in the Trust Area.	
Heritage Overlay Mapping	\$74,000	Contract 140 hours to manage	It was MOVED and SECONDED, that Regional Planning Committee forward to the Financial Planning Committee for inclusion in the Fiscal Year 2022/23 the business case for Strategic Plan Item No. 4.8 - to finish the heritage conservation overlay mapping project.	Continuation of the reconciliation mapping project.
TOTAL	\$181,000	620 hours		

Local Planning Services received a grant of \$367,000 to undertake a review of local planning services application processing, and update the software programs and technology that supports application processing. This grant needs to be used and reported back to Union of British Columbia Municipalities by September 2023. The grant covers 100% of software and consultants required to update our systems, but does not include Bylaw Enforcement or the Islands Trust Conservancy, who also use the Trust Area Property Information System. To address this, the Regional Planning Committee passed the following resolution:

It was MOVED and SECONDED,
that Regional Planning Committee forward to the Financial Planning Committee for inclusion in the Fiscal Year 2022/23 the business case for items not covered by the grant for the application processing services review project; and that the Regional Planning Committee endorse the project.

This amount is estimated at \$85,000 if undertaken concurrently with the work funded by the grant.

Local Trust Committee Projects

Local trust committees were asked to provide business cases for projects over \$5,000 they would like to start in FY2022/23, or continue from FY2021/22 into the next fiscal year. For projects less than \$5,000, Staff once again propose a fund to allow such work as it arises in the FY2022/23. As 2022 is an election year, Staff do not anticipate many new small project starts, and recommend an amount of \$26,000.

Local Trust Committees have indicated the following projects costing more than \$5,000 for FY2022/23; for each of these business cases will be completed and presented to the Financial Planning Committee at the next meeting. Further assessments needs to be undertaken to ensure that staff resources will be available given current commitments of the Regional Planning Team, and that for each consideration of the impacts of the local election in October on the project timeline. It is unusual for local trust committees to begin major projects in an election year as there is a risk to the project by straddling an election.

Table 3: Local Trust Committee Program Requests

Item	Budget Request	Estimate Staff Resources	Resolution	Notes
Gabriola - Housing	\$60,000	350 hours to set up and management contract	that the Gabriola Island Local Trust Committee request Staff to prepare a DRAFT business case for Local Trust Committee consideration, for submission to the Islands Trust Financial Planning Committee by October 2021 for a new multi-year land use	Business case to be prepared and endorsed. Staff will be preparing a business case for the LTC to

Item	Budget Request	Estimate Staff Resources	Resolution	Notes
			<p>planning program based on the June 7, 2021 outline by the Housing Advisory Planning Commission, to replace the 'Housing Options and Impacts Review Project' with "Biocultural and Housing Diversity Program" specifically designed to increase the island's biodiversity, housing diversity and freshwater protection over the next 10 years with the following elements:</p> <p>a) A lead planning consultant supported by the establishment of a temporary roundtable to co-design the framework and objectives of the program with input and/or membership from the Housing Advisory Planning Commission members, Snuneymuxw First Nation, Regional District of Nanaimo and Islands Trust Conservancy;</p> <p>b) Eventual replacement of the Housing Advisory Planning Commission with a Joint Task Force with membership from key partners and agencies to advise the Local Trust Committee and lead planning consultant on prioritizing project work, securing grants and collaborating on intergovernmental initiatives and opportunities.</p>	consider on November 25, 2021. Staff understanding is that this would be a coordinating role, similar to SSIWPA and therefore not a local planning project. This may require delegated authority from TC. The funding amount is based on SSIWPA for contracted coordinator.
Gambier OCP	\$17,000	Estimate 520 hours	that the Gambier Island Local Trust Committee endorse the Gambier Island Official Community Plan Land Use Bylaw Targeted Review Project Charter, as amended, dated May 27, 2021.	Continuation of a project began in FY2021/22
Denman – short-term housing review	\$13,500	TBA but given budget, engagement by consultants and 200 hours.	that the Denman Island Local Trust Committee request staff forward the Denman Affordable Housing Business Case to the Islands Trust Financial Planning Committee for consideration of inclusion in the 2022/23 Islands Trust budget.	Total is \$27,000 over three years assuming can start this year with \$5,000, and complete in FY2023/24. Ask may be increased to \$18,500 for FY2022/23 if cannot start this fiscal.
Hornby – OCP / LUB	\$18,500	TBA but given budget, engagement by consultants and 200 hours.	that the Hornby Island Local Trust Committee request staff to prepare a draft business case to assist the Hornby Island Advisory Planning Commission in its review of the Hornby Island Land Use Bylaw and Official Community Plan, that this business case include the use of a consultant for all or part of the work, and that staff forward the Business Case to the Islands Trust Financial Planning Committee for consideration of inclusion in the 2022/23 Islands Trust budget. (8 Oct 2021)	Business case to be prepared and endorsed by the local trust committee at next meeting in December 2022.
Salt Spring – Housing Action Program	\$25,000	Estimate 350 hours	That the Salt Spring Island Local Trust Committee accept in principle the proposed "Housing Action Program" project budget. (Special Business Meeting Jan. 22, 2021)	Continuation of a project that began in FY2021/22
Salt Spring – Ganges Village Plan	\$51,000	Estimate 350 hours	That the Salt Spring Island Local Trust Committee approve the proposed Ganges Village Area Plan Project Charter and project budget (Regular Business meeting Nov. 10, 2020)	Continuation of a project that began in FY2021/22
Salt Spring – CDF protection	\$32,000	Estimate 350 hours	That the Salt Spring Island Local Trust Committee endorse the Protection of the Coastal Douglas-fir Zone and Associated Ecosystems Business Case shown in Appendix 1 of the staff report dated	

Item	Budget Request	Estimate Staff Resources	Resolution	Notes
			<i>October 5, 2021, as amended, and forward it to the Islands Trust Financial Planning Committee for consideration of inclusion in the 2022/23 Islands Trust budget.</i>	
Salt Spring – Watershed Protection	\$40,900	<i>Estimate 350 hours</i>	<i>That the Salt Spring Island Local Trust Committee endorse the business case for the Salt Spring Island Watershed Stewardship and Protection Strategic Plan attached as Appendix 3 to the staff report dated October 5, 2021 and forward it to Islands Trust Financial Planning Committee for inclusion in the fiscal 2022/23 budget.</i>	Funded from surplus watershed protection tax requisition.
TOTAL	\$257,000	<i>2550 hours of planner time preliminary estimate</i>		

Staff Resources to undertake local planning services projects in FY2022/23

The preliminary estimates of the number of planner hours required for each project will be revised between now and the next Financial Planning Committee meeting. This will include expected resources required in FY2022/23 to complete current on-going projects, as well as the strategic plan items requested by the Regional Planning Committee, and the local planning services projects.

There are three planners assigned to the regional planning team yielding a total of 3,300 available hours during the fiscal year. This amount discounts the work day to account for administrative duties, as well as leave and holidays.

The total estimated resources for all of the projects listed above for FY2022/23 is currently 3,200, which is at capacity based on the preliminary estimates. The project scopes will need to be reviewed and resources adjusted to ensure they remain within the 3300 hours per year envelope. This may result in the need to add funding for consulting work, or reduction of the number of projects being undertaken.

The risk of not matching the resources to the project scopes is that the projects will become delayed, or not completed during FY2022/23.

Budget to undertake local planning services projects in FY2022/23

The total budget for the projects listed above for FY2022/23 is \$438,000. The Financial Planning Committee may want to consider the ability of the local trust committee to complete the work in FY2022/23 given that it is an election year. Typically, in an election year, local trust committees are focused on wrapping up projects by August, as September and October are taken up by the election process. November and December are taken up by orientation of new trustees. Staff continue to undertake work during this period, but work involving public consultation and engagement is usually suspended during the election and orientation period. Local trust committees should consider this in their project business cases and adjust them accordingly.

Staff Summary

At present there is no robust way for Trust Council to collectively consider local trust committee project requests, and no framework for staff to offer advice in this area, other than the budget process. Consideration of local trust committee projects has historically fallen to the Financial Planning Committee to consider this from a financial perspective and offer advice to Trust Council during the budget process.

For this budget cycle, staff will refine the business cases and bring them back to the Financial Planning Committee. For future budget cycles, the Regional Planning Committee will be considering a revised policy that will provide for a means to better coordinate project requests. This policy is expected to be presented to Trust Council in March 2022 for consideration, with the intention to have a new policy in place for the new term of trustees beginning in November 2022.

ATTACHMENT(S):

1. None

FOLLOW-UP:

Staff will follow-up to ensure business cases are completed, scope considers the election in October of 2022, resource estimates are updated and realistic, endorsed by the relevant local trust committee, and then submit them to a future meeting of the FPC. Given the high dollar value of requested projects, Staff suggest further discussion to evaluate the projects and whether or not they can be adequately resourced during the fiscal year.

Prepared By: David Marlor, Director, Local Planning Services
Reviewed By/Date:



BRIEFING

To: Financial Planning Committee **For the Meeting of:** November 10, 2020
From: ITC Board **Date Prepared:** November 4, 2020
SUBJECT: ITC Budget Request

PURPOSE: To provide background to Financial Planning Committee (FPC) for the Islands Trust Conservancy (ITC) budget request.

BACKGROUND: : Under [Trust Council Policy 6.3.1](#), the Islands Trust Conservancy (ITC) Board is responsible for endorsing all budget requests for the Islands Trust Conservancy Board and its program operations.

At its August 24, 2021 Special Meeting, the ITC Board provided the following resolution via Rise and Report:

That the ITC Board direct staff to prepare an ITC Budget request, including the following items, and to return to the ITC Board for review in October:

- Increases to the ITC budget to reflect the species at risk grant commitments, totaling \$213,500;
- An increase to the property management budget of \$6,970 to reflect new nature reserves and covenants;
- An increase to the travel budget of approximately \$1,000 to accommodate additional travel needs for newly acquired remote properties;
- Consideration of further increases to the property management budget to accommodate management planning needs for new nature reserves; and
- Development of a business case for an increase to staff positions to expand the communications and fund development capacity of the ITC.

At its October 5, 2021, the ITC Board reviewed a proposed budget request, requested some reframing of the business case presented and passed the following resolution:

ITC-2021-035

It was MOVED and SECONDED,

that the Board approve the draft 2022/23 ITC Budget as presented and direct staff to provide it to the Director of Administrative Services and the Director of Trust Area Services for inclusion in the Islands Trust draft 2022/23 budget.

The budget as presented to the ITC Board is below as Table 1. Details of the budget request, are as follows:

- Increases to the ITC budget to reflect the species at risk grant commitments, totaling \$213,500;
- An increase to the property management budget of \$6,970 to reflect new nature reserves and covenants;
- An increase to the travel budget of approximately \$1,000 to accommodate additional travel needs for newly acquired remote properties;

- Addition of \$9,000 to the Property Management budget to accommodate an additional management plan required for Saturnina Island¹;
- Addition of 0.6 FTE Fund Development Specialist position (see attached business case, updated November 4 to clarify the focus of the new role on Fund Development); and
- Separation of Subscriptions and Membership from Communications allocations to reflect Islands Trust budget lines.

Table 1. Proposed Islands Trust Conservancy 2022/23 budget request.

Description	Reference	2021/22	2022/23		
		Approved Budget	Islands Trust contribution	SAR grant contribution	TOTAL BUDGET
Salaries and Benefits	Note 1	582,364	483,192	125,510	608,702
Communications		20,000	11,630	3,150	14,780
Subscriptions			1,000	-	1,000
Memberships			370	-	370
Board Honoraria		6,600	6,600	-	6,600
Board Meeting Expense		6,925	13,850	-	13,850
Board Training and Conferences		2,000	2,000	-	2,000
Property Management		124,810	97,780	40,000	137,780
Conservation Planning and Land Securement		30,000	16,000	13,500	29,500
Ecosystem Mapping		20,000	15,000	5,000	20,000
Legal		18,000	15,000	3,000	18,000
Mobile Devices		2,470	2,400	-	2,400
Training and Conferences		4,200	4,200	-	4,200
Travel for Training		2,200	2,200	-	2,200
Travel		15,950	12,880	5,000	17,880
0.6 FTE Fund Development Specialist			53,186	-	53,186
Summer Co-op Student		15,256	-	17,690	17,690
TOTAL Direct ITC Costs		850,775	737,288	212,850	950,138
Admin Allocation*	Note 2	252,560	251,910	650	252,560
TOTAL		1,103,335	989,198	213,500	1,202,698
Funded by SAR monies**	Note 3	(205,000)			
Total for Tax Requisition		898,335			

Note 1 - Estimate of ITC salaries and benefits for draft budget 2022/23, assumes 2% wage increase. May differ from amount provided by Administrative Services in 2022/23 budget.

Note 2 - Estimate of Admin Allocation based on previous year's budget.

Note 3 - Budget amount listed for prior year is as per the approved budget. SAR funding for 2021/22 was increased to \$242,500 in May 2021.

¹ The ITC Property Management formula (Table 2) contemplates the addition of one nature reserve per year. In 2021, the ITC acquired management responsibilities for two properties and therefore needs an additional property management increase to accommodate the extra nature reserve.

Table 2. Property Management formula, as approved in October 2020. Amount assumes that property monitoring is done by staff without requiring external contractors and that extra lands do not result in extra travel or unusual management needs, which are budgeted separately. Amounts also incorporate management planning for one new nature reserve per year and management plan renewal on a 10 year cycle.

Average Annual Cost	Nature Reserve	Covenant
Management Plan Renewal	\$600	
Recreation Management	\$400	
Habitat Restoration	\$675	\$675
Signage	\$65	\$65
Species/Ecosystem Inventory and Surveys	\$250	\$250
First Nations engagement and cultural site management	\$335	\$170
TOTAL	\$2,325	\$1,160

ATTACHMENT(S): Business Case: ITC Fund Development Specialist (0.6 FTE)

FOLLOW-UP: Staff will forward FPC requests or recommendations to the ITC Board for follow up.

Prepared By: Kate Emmings, ITC Manager (updated November 4, 2021)

Reviewed By/Date: Clare Frater, Director of Trust Area Services / October 14, 2021



Budget Funding Request Short-Form Business Case

Completion of this form initiates a request to the management team for allocation of budget funds. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

<p>Initiated by: Islands Trust Conservancy Board</p>	<p>Budget Source (select all that apply):</p> <p><input type="checkbox"/> Specific Project Funding</p> <ul style="list-style-type: none"> <input type="checkbox"/> Third Party Contractors <input type="checkbox"/> Staff Travel Expense <input type="checkbox"/> Staff Overtime Expense <input type="checkbox"/> New Staff Member <input type="checkbox"/> Computer Hardware/Software <p><input type="checkbox"/> Furniture & Equipment</p> <p><input type="checkbox"/> Computer Hardware/Software</p> <p><input checked="" type="checkbox"/> New Staff Resources (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Permanent <input type="checkbox"/> Temporary Temp Duration: _____ <p><input type="checkbox"/> Other – please describe: _____</p>
<p>Business Area: Islands Trust Conservancy</p>	
<p>Name of Request: New Staff Resources: Fund Development Specialist (0.6 FTE)</p> <p>\$53,186 (FY2022/23) \$51,386 (Yearly, after first year)</p>	
<p>Date initiated: August 24, 2021 Revisions: October 14 and November 4, 2021</p>	<p>Date required: April 1, 2022</p>
<p>BACKGROUND: Islands Trust Conservancy (ITC) currently has a Communications and Fundraising Specialist position (1.0 FTE). The position is divided into Communications work (50%) Fundraising work (45%) and Other (5%). Unfortunately, current communications demands have eclipsed the fundraising component of the position. This issue became apparent in early 2020 when the position was split into two part time positions: one for communications and one for fundraising. The duties of each role are below.</p> <p>Communications ITC communications work currently includes:</p> <ul style="list-style-type: none"> • News release development and coordination • Newsletter development (3-4 times/year) – the Heron Newsletter 	

- Social Media posting: Facebook and Twitter (Twitter currently less used)
- eNews development (8-10 times/year)
- Communication product development and coordination – brochures, fact sheets, reports
- Outreach program support and visiting islands at annual events, e.g. fall fairs
- Development of communications plans, strategies, policies and procedures
- Website content management (ITC pages)

Fundraising

Fundraising tasks currently include:

- Fundraising Strategy development and implementation
- Administration of a donor program to support the Opportunity Fund, Property Management Fund, Covenant Management and Legal Defence Fund, Land Acquisition Funds
- Management of fundraising for campaigns, including land acquisition and support for standing funds (e.g. the Opportunity Fund)
- Caring for donor relationships and showing appreciation, including in-person and on-island visits
- Outreach to estate planning professionals
- Coordination of grant applications and grant management
- Administration of the Opportunity Fund and Morrison-Waxler Fund granting programs

Current staffing

In early 2021, ITC informally restructured its staffing to create more capacity for communications and fund development while the incumbent Communications and Fundraising Specialist is on leave. Two part-time positions were created: one to manage communications and one to manage fund development work (i.e. work with donors). Grant programs are being managed by program staff under ITC Manager supervision. The communications staffing will be increased to full-time as of November 15, 2021 for the remainder of the fiscal year to meet current demands. This temporary staffing increase was done within existing approved budgets.

PROBLEM STATEMENT/OBJECTIVES:

Problems Statement: In February 2020, the ITC Board approved a Fund Development Strategy which identified ITC funding needs and ways to use Strategic Charitable Giving to fund these items. Through the Fund Development Strategy, the ITC Board has identified the need for building relationships with donors in order to build funds for ITC land securement (acquisition and covenants), the [Opportunity Fund](#) (granting program for land securement costs), and long term legal defence and property management needs.

Throughout 2020, the ITC struggled to implement the strategy because communications needs were prioritized as an ongoing and frequently time sensitive need. Also, the skills for the two roles, while seemingly similar, are not well matched due to the urgency of tasks. Communications needs tend to be highly time sensitive and require speedy written skills. Fund development is a slower process, requiring long term, sustained relationship building, frequently on the phone or in person, and the ability to build relationships with financial professional and donors.

In early 2021, ITC attempted to prioritize fund development by dividing the Communications and Fundraising role into two part-time positions. This division was possible because the current Communications and Fundraising Specialist is on education leave and the ITC had some flexibility to trial a new staffing arrangement.

The division of the Communications and Fundraising Specialist role into two positions provided adequate time for fund development work, but it became quickly apparent that ITC communications could not be done as a

0.5 FTE role. This resourcing gap has left ITC unable to do all of its work effectively leaving it open to two big risks:

- 1) ITC will miss key opportunities to attract and support donations of land and money, restricting key opportunities to maximize land conservation in the Islands Trust Area; and,
- 2) ITC will fail to communicate effectively about its programs, resulting in missed opportunities to encourage voluntary land conservation in the Islands Trust Area.

Both risks mean that ITC will fall short of its potential for upholding the 'preserve and protect' mandate of the Islands Trust.

Objectives: ITC will accomplish the following objectives through an increase in communications capacity:

- 1) ITC will meet its needs for Fund Development, building the Opportunity Fund as well as acquisition funds and legal defence/property management funds; and,
- 2) ITC will meet its communications needs, including its social media, outreach and strategic needs.

PROJECTED RESULTS/DELIVERABLES:

The ITC Board recommends adding a Fund Development Specialist position (0.6 FTE) and maintaining the current position as a 1.0 FTE Communications Specialist. The addition of a Fund Development role, will meet ITC needs for fund development, building the Opportunity Fund as well as acquisition funds and legal defence/property management funds while also supporting communications, including social media, outreach and strategic needs. Through defining and separating these specialist roles the ITC will gain efficiency, as well as attract expert candidates who may stay longer. The added role will also increase the presence of the ITC in communities and on islands, adding a friendly face to interactions with island communities.

ALTERNATIVES CONSIDERED:

- 1) **Status Quo:** Keep staffing at current levels and one position. This option will require a reduction in communications work or in fund development activity, both of which present a risk to the work of the ITC.
- 2) **Split existing 1.0 FTE Communications and Fundraising Specialist role position into two part-time positions:** This option will require a reduction in communications work or in fund development activity, but will help to delineate the roles more clearly. This option would require staff to follow BCGEU processes for layoff as there is an incumbent (currently on leave) who would be displaced.
- 3) **Restructure the existing 1.0 FTE Communications and Fundraising Specialist position into two part-time positions, one at 0.8 FTE and one at 0.6 FTE, or two at 0.6 FTE:** This option would provide some additional resources in communications and fund development at a lower cost and help to prevent the communications needs from eclipsing the needed fund development work. Budget increases would be \$34,784 or \$19,982 with details noted in the tables below. This option would require staff to follow BCGEU processes for layoff as there is an incumbent (currently on leave) who will be displaced.

Table 1. Budget increase required to staff one 0.8 FTE and one 0.6 FTE position.

Summary			
Salary + Benefits	\$	33,204	<i>Ongoing fiscal year cost</i>
Travel	\$	680	<i>Ongoing fiscal year cost</i>
Cell Phone	\$	-	<i>Ongoing fiscal year cost</i>
Computer - Laptop	\$	-	<i>One-time expense</i>
Computer - Desktop	\$	1,800	<i>One-time expense</i>
Training	\$	900	<i>Ongoing fiscal year cost (may decrease over time)</i>
Overtime	\$	2,338	
TOTAL COST OF NEW POSITION in 1st year	\$	36,584	
Total one-time expenses	\$	1,800	
Total yearly expenses	\$	34,784	

Table 2. Budget increase required to staff two 0.6 FTE positions.

Summary			
Salary + Benefits	\$	16,602	<i>Ongoing fiscal year cost</i>
Travel	\$	680	<i>Ongoing fiscal year cost</i>
Cell Phone	\$	-	<i>Ongoing fiscal year cost</i>
Computer - Laptop	\$	-	<i>One-time expense</i>
Computer - Desktop	\$	1,800	<i>One-time expense</i>
Training	\$	900	<i>Ongoing fiscal year cost (may decrease over time)</i>
Overtime	\$	2,338	
TOTAL COST OF NEW POSITION in 1st year	\$	19,982	
Total one-time expenses	\$	1,800	
Total yearly expenses	\$	18,182	

CRITICAL SUCCESS FACTORS (List):

- Timely development of job descriptions and timely and suitable job classifications;
- Timely hiring process;
- Appropriate skill sets and ability of new staff to quickly come up to speed on ITC work; and
- Seamless transition of existing staff into new role(s) – our current Communications and Fundraising Specialist is on education leave, returning April 25, 2022. We expect the Public Service Agency would support placement of the current Communications and Fundraising Specialist into the new Communications Specialist role in accordance with the collective agreement.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

In 2021, while the incumbent Communications and Fundraising Specialist has been on leave, the ITC staff team has worked with two people in the separate staff positions for communications and fund development. The

trial separation of the Communications and Fundraising Specialist position into two separate jobs means that the team has already adjusted to the creation of two positions for these roles.

The ITC would hire an additional staff member to cover the additional role requirements and would liaise with the Public Service Agency regarding new job profiles and classification. All new staff are provided with orientation and training to help manage their integration into the Islands Trust and the Islands Trust Conservancy.

BENEFIT/COST ANALYSIS SUMMARY:

The 2022-2023 cost is \$53,436, including anticipated overtime, travel, training and equipment for a 0.6 FTE Communication/Fund Development Specialist addition.

Summary			
Salary + Benefits	\$	49,806	<i>Ongoing fiscal year cost</i>
Travel	\$	680	<i>Ongoing fiscal year cost</i>
Cell Phone	\$	-	<i>Ongoing fiscal year cost</i>
Computer - Laptop	\$	-	<i>One-time expense</i>
Computer - Desktop	\$	1,800	<i>One-time expense</i>
Training	\$	900	<i>Ongoing fiscal year cost (may decrease over time)</i>
Overtime	\$	2,338	
TOTAL COST OF NEW POSITION in 1st year	\$	53,186	
Total one-time expenses	\$	1,800	
Total yearly expenses	\$	51,386	

RECOMMENDED DECISION:

That the Islands Trust Council incorporate an increase of a 0.6 FTE Islands Trust Conservancy Fund Development Specialist position into its 2022/23 budget.

PURCHASING PROCEDURE:

Recruitment as per Islands Trust recruitment policy.

Kate Emmings

Initiator: Manager, Islands Trust Conservancy

Clare Frater

Director, Trust Area Services

Russ Hotsenpiller, CAO

Director/CAO

September 24, 2021

Revised October 14 & November 4, 2021

Date

September 25, 2021/October 14, 2021

Date

Date



Budget Funding Request Short-Form Business Case

Completion of this form initiates a request to the management team for allocation of budget funds. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

<p>Initiated by: Salt Spring Island Local Trust Committee</p>	<p>Budget Source (select all that apply):</p> <p><input checked="" type="checkbox"/> Specific Project Funding</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Third Party Contractors <input type="checkbox"/> Staff Travel Expense <input type="checkbox"/> Staff Overtime Expense <input type="checkbox"/> New Staff Member <input type="checkbox"/> Computer Hardware/Software <p><input type="checkbox"/> Furniture & Equipment</p> <p><input type="checkbox"/> Computer Hardware/Software</p> <p><input type="checkbox"/> New Staff Resources (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Permanent <input type="checkbox"/> Temporary <p style="margin-left: 40px;">Temp Duration: _____</p> <p><input checked="" type="checkbox"/> Other – please describe: Communications and education materials; Meeting costs</p>
<p>Business Area: Salt Spring Island Local Trust Committee Local Planning Services</p>	
<p>Name of Request: Salt Spring Island Watershed Protection Alliance (SSIWPA) – Special Property Tax Requisition</p> <p>Funding request: \$75,500</p>	
<p>Date initiated: August 31, 2021</p>	<p>Date required: April 1, 2022 to March 31, 2023</p>

BACKGROUND:

The Salt Spring Island Local Trust Committee (SS LTC) has been coordinating the Salt Spring Island Watershed Protection Alliance ([SSIWPA](#)) since 2013 using delegated authority from the Islands Trust Council (*Islands Trust Act*, [Section 8\(2\)\(b\)](#)) via Trust Council [Bylaw No. 154](#). SSIWPA provides a forum within which to engage in multi-jurisdictional planning for the sustainability and protection of freshwater resources on Salt Spring Island.

At its meeting of August 31, 2021 the SS LTC passed the following resolution concerning its SSIWPA special property tax requisition:

SS-2021-159

It was MOVED and SECONDED,

That the Salt Spring Island Local Trust Committee submit the SSIWPA special property tax requisition business case attached to the staff report of August 31, 2021 including a note that this business case is likely to change pending the results of forthcoming watershed strategic planning work and forward it to Islands Trust Financial Planning Committee for inclusion in the draft 2022/23 Islands Trust budget.

CARRIED

PROBLEM STATEMENT/OBJECTIVES:

The purpose of SSIWPA is to:

- Provide a framework for freshwater resources in the Salt Spring Island Local Trust Area to be managed in a manner that integrates and considers both human and ecosystem needs through integrated planning, policy development and recommendations for implementation by member agencies and organizations;
- Advise on policies of regional, local and provincial government organizations that are related to freshwater resources; and
- Coordinate the implementation of those policies.

The SSIWPA [Terms of Reference \(ToR\)](#) provides guidance for how the member agencies collaborate and provide a framework for the scope of work undertaken.

PROJECTED RESULTS/DELIVERABLES:

Assuming that SSIWPA's 2022/23 workplan is generally consistent with that of fiscal 2021/22, the following costs are anticipated:

- Coordination of SSIWPA by third-party coordinator in 2022/23 fiscal year - \$60,000
- Development and dissemination of education and communication materials related to freshwater and watershed protection on Salt Spring Island - \$13,740
- Meeting Costs - \$1,760
- **Total - \$75,500**

ALTERNATIVES CONSIDERED:

1) Fund SSIWPA from general Islands Trust budget

Trust Council Policy Special Property Tax Requisition Policy ([6.3.2](#)) states that the Islands Trust Council will evaluate and include a LTC's local initiative or program in the preliminary Islands Trust's general budget if any of the following criteria apply:

- the program is considered to be a base service of the LTC;
- the program is a scheduled official community plan review or land use bylaw update; and
- the program has Trust-wide implications and benefits.

If none of the above criteria apply or if Trust Council does not approve a LTC funding request, then the LTC can propose a special requisition for its local trust area as a means of funding the proposed program.

SSIWPA does not meet the above criteria. Therefore, it is unlikely that the Islands Trust Council would support SSIWPA as a general budget item and instead requires approval via a special property tax requisition.

2) Fund SSIWPA as a minor LPS project (up to \$5,000)

Funding SSIWPA as a minor LPS project would enable hiring a contractor to provide administrative support in the form of assembling agendas, booking meeting space and supplying a minute taker. However, there would be no one to lead development of the communications and education materials that SSIWPA has come to expect, manage any SSIWPA-led projects, or coordinate implementation of the SSIWPA workplan.

3) Terminate funding support for SSIWPA

Concluding funding support SSIWPA would mean there would be no body to coordinate the freshwater and watershed protection work of various agencies and community groups on Salt Spring Island.

CRITICAL SUCCESS FACTORS (List):

- Agency and community organization commitment

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

N/A

BENEFIT/COST ANALYSIS SUMMARY:

Freshwater policy and watershed protection is multijurisdictional on Salt Spring Island. In the absence of SSIWPA – or a similar body – there would be no existing alternate mechanism by which the agencies of jurisdiction and other interested community groups would have a forum to coordinate their freshwater efforts.

The cost of providing a contractor to coordinate SSIWPA is commensurate with the level of expectation placed on that coordinator via the RFP and signed contract. To date, the SSIWPA coordinator has been expected to be more than an administrative coordinator that assembles meeting agendas and secures meeting space. Instead, the coordinator has been expected to oversee the development of communications and education materials, compile and aggregate information for reporting to the SSIWPA steering committee, and liaise with the public and agency representatives.

The financial cost of this coordinating effort is borne by the taxpayers of the Salt Spring Island Local Trust Area.

RECOMMENDED DECISION:

That the SS LTC requests Islands Trust FPC include a special property tax requisition of \$75,500 to support the coordination of watershed and freshwater protection policy on Salt Spring Island.

The SS LTC wishes it noted that the amount of this special property tax requisition is likely to change pending the results of forthcoming watershed strategic planning work.

PURCHASING PROCEDURE:

SSIWPA coordination contract can be renewed annually for up to five years. After five years, or at any time the annual contract expires and the LTC wishes to do so, an RFP can be issued for coordination services.

Salt Spring Island Local Trust Committee
Initiator: _____

August 31, 2021
Date _____

Director/CAO

Date

REVIEWED BY MANAGEMENT TEAM:

Date received: _____ Approved: X YES NO

Next steps:

- If approved by management:
 - the business case will be forwarded to FPC for review in October of each year.
 - the funding for the request will be included in Draft 1, Version 1 of the budget which is reviewed by FPC in October of each year, and the business case forwarded to FPC.
- If not approved by management:
 - the business case will be forwarded to FPC for information in October of each year.



Budget Funding Request Short-Form Business Case

Completion of this form initiates a request to the management team for allocation of budget funds. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

<p>Initiated by: Jason Youmans, Island Planner (on behalf of Salt Spring Island Local Trust Committee)</p>	<p>Budget Source (select all that apply):</p> <p><input checked="" type="checkbox"/> Specific Project Funding</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Third Party Contractors <input type="checkbox"/> Staff Travel Expense <input type="checkbox"/> Staff Overtime Expense <input type="checkbox"/> New Staff Member <input type="checkbox"/> Computer Hardware/Software <p><input type="checkbox"/> Furniture & Equipment</p> <p><input type="checkbox"/> Computer Hardware/Software</p> <p><input type="checkbox"/> New Staff Resources (see Staff Costing Tool)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Permanent <input type="checkbox"/> Temporary <p>Temp Duration: _____</p> <p><input checked="" type="checkbox"/> Other – please describe: _____</p> <p>Honoraria for speakers/First Nations for ongoing meetings and participation, minute-taking, technology support, mapping, facility rental, open house meetings and materials, posting of meeting, ads, and</p>
<p>Business Area: Local Planning Services</p>	
<p>Name of Request: Salt Spring Island Watershed Stewardship and Protection Strategic Plan</p> <p>2022/23 - \$40,900</p>	
<p>Date initiated: October 5, 2021</p> <p>Resolution SS-2021-185</p> <p><i>That the Salt Spring Island Local Trust Committee endorse the business case for the Salt Spring Island Watershed Stewardship and Protection Strategic Plan attached as Appendix 3 to the staff report dated October 5, 2021 and forward it to Islands</i></p>	<p>Date required: April 1, 2022</p>

Trust Financial Planning Committee for inclusion in the fiscal 2022/23 budget.

BACKGROUND:

At its meeting of May 25, 2021, the Salt Spring Island Local Trust Committee (SS LTC) endorsed a project charter to undertake a Salt Spring Island Watershed Stewardship and Protection Strategic Plan. The anticipated project budget of \$50,000 would be funded from the SS LTC's unspent special property tax requisition funds accumulated over several fiscal years.

Work on the watershed plan project is now several months behind the initial schedule, and as such it is anticipated that the bulk of project spending will now occur in fiscal 2022/23.

Only \$15,000 of the \$50,000 requested for fiscal 2021/22 will likely be spent within the current fiscal year. That leaves \$35,000 of project spending to take place in fiscal 2022/23 instead.

The purpose of this business case is to ensure that the needed funds will be available in the 2022/23 budget.

This business case also includes an additional \$5,900 to be spent in fiscal 2022/23 on First Nations engagement related to this project that was not included in the original project charter. The SS LTC will consider an amended project charter that includes this enhanced First Nations engagement at its meeting of October 5, 2021.

Therefore, the total amount that SS LTC is seeking for inclusion in the 2022/23 budget is \$40,900.

In summary:

Current Fiscal 2021/22

- \$10,000: Phase 1 - Situation Analysis and Options Identification Report
 - \$5,000: Phase 2 – Preliminary work on Salt Spring Island Watershed Stewardship and Protection Strategic Plan
 - \$2,500: Initial First Nations engagement
- Total: \$17,500**

Next Fiscal 2022/23

- \$35,000: Salt Spring Island Watershed Stewardship and Protection Strategic Plan (main work)
 - \$5,900: First Nations Engagement
- Total: \$40,900**

PROBLEM STATEMENT/OBJECTIVES:

In 2013, Islands Trust Council adopted [Bylaw No. 154](#), which delegates authority to the Salt Spring Island Local Trust Committee – for the purpose of preserving and protecting the quality and quantity of water resources within the Salt Spring Island Local Trust Area – the power to:

- Coordinate and assist in the determination of regional, improvement district and government of British Columbia policies;
- Coordinate the implementation of regional, improvement district and government of British

- Columbia policies; and
- Coordinate the carrying out of regional, improvement district and government of British Columbia policies

To date, the SS LTC has used this delegated authority to fund and coordinate the [Salt Spring Island Watershed Protection Alliance](#) (SSIWPA). SSIWPA’s current terms of reference and membership is available [here](#). Since its inception, SSIWPA has tried to advance understanding, agency cooperation, and community engagement in watershed issues. SSIWPA steering committee undertakes an annual work planning exercise to identify water issues of concern to SSIWPA’s membership and wider community in the hope that member agencies will undertake projects to address the issues raised. SSIWPA’s current work plan with agency leads is available [here](#).

Despite SSIWPA’s work over the years, a longer-range multi-agency plan for watershed stewardship and protection on SSI has not been widely adopted and implemented.

The SS LTC has decided that now is an appropriate time to review SSIWPA’s strengths and weaknesses as a coordinating vehicle for watershed stewardship and protection on Salt Spring Island, how it can be strengthened, or alternatives to it.

The SS LTC has also decided to fund the development of a Watershed Stewardship and Protection Strategic Plan that will serve to guide the actions of all parties with a mandate for, or interest in, freshwater sustainability on Salt Spring Island.

The project charter for this initiative identifies two project objectives:

- 1) Improve the coordination of watershed stewardship and protection policy on Salt Spring Island through:
 - a) An external review of current approaches to coordination of watershed stewardship and protection policy; and
 - b) Analysis of, and recommendations for, the types of planning processes, policy/guidance documents, or mechanisms that will improve watershed stewardship and protection.
- 2) To better support Salt Spring Island Watershed Protection Alliance member agencies (SSIWPA) in coordinating and advancing effective, equitable, and modernized land and water use planning by developing a strategic plan to guide and prioritize watershed protection work on Salt Spring Island for the next 5 to 10 years.

PROJECTED RESULTS/DELIVERABLES:

Phase 1 (fiscal 2021/22): Situation Analysis and Options Identification Report

Phase 2 (fiscal 2022/23): Watershed Stewardship and Protection Strategic Plan

ALTERNATIVES CONSIDERED:

\$35,000 for Watershed Plan Consultant

No alternatives considered to the primary watershed planning consultant contract. The purpose of this business case is simply to document that what was originally supposed to be \$50,000 spent in fiscal 2021/22 will now be \$15,000 in 2021/22 and \$35,000 in 2022/23.

Additional \$5,900 for First Nations engagement in fiscal 2022/23

Islands Trust Senior Intergovernmental Policy Advisor says that additional funds are advised so Islands Trust can transcend the “document referral” model of First Nations engagement and work toward the active involvement of Indigenous people in relevant projects and relationship-building activities in the Islands Trust area. See First Nations engagement plan included in staff report of October 5, 2021.

Alternative approaches to undertaking First Nations engagement includes:

- 1) Principal project consultant undertakes First Nations engagement within existing \$50,000 contract

The consultant undertaking development of the watershed plan could lead this work, and the RFP under which their contract will be secured suggested that they could. However, in order to give this matter the weight that it is due and the budget necessary to do it meaningfully, staff recommend that this be a separate funded item within the larger project.

- 2) Staff undertake First Nations engagement with no extra budget

Staff can undertake conventional referral-based engagement with area First Nation governments. However, given the cultural importance of freshwater to Indigenous people of the area the Senior Intergovernmental Policy Advisor says this would be an insufficient approach. Certain organizations, such as the WSANEC Leadership Council, require capacity funding in order to review documents.

CRITICAL SUCCESS FACTORS (List):

- Agency buy-in/cooperation in the development and subsequent implementation of the watershed stewardship and protection strategic plan
- Meaningful First Nations engagement

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

The Salt Spring Island Watershed Protection Alliance (SSIWPA) – a table of agencies and organizations with an interest in freshwater on the island – will be the vehicle through which the watershed plan is developed. It is inherently collaborative.

BENEFIT/COST ANALYSIS SUMMARY:

Spending on this project was part of the fiscal 2021/22 budget as directed by the SS LTC.

The additional \$8,400 in funding recommended for First Nations engagement across fiscal 21/22 and 22/23 will help ensure that Islands Trust meets its commitments to reconciliation.

RECOMMENDED DECISION:

That Islands Trust Financial Planning Committee include \$40,900 in the Islands Trust 2022/23 budget to complete the Salt Spring Island Watershed Stewardship and Protection Strategic Plan and this money come from the Salt Spring Island Local Trust Committee’s unspent special property tax requisition funds.

PURCHASING PROCEDURE:

An RFP for this consulting work was posted at BC Bid, on the [Islands Trust website](#), civicinfo.bc.ca and circulated to contacts from September 10, 2021 to October 8, 2021.

Jason Youmans, Island Planner
Initiator: _____

September 23, 2021
Date _____

Director/CAO

Date

REVIEWED BY MANAGEMENT TEAM:

Date received:	Approved: X <input type="checkbox"/> YES <input type="checkbox"/> NO
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Next steps:

- If approved by management:
 - the business case will be forwarded to FPC for review in October of each year.
 - the funding for the request will be included in Draft 1, Version 1 of the budget which is reviewed by FPC in October of each year, and the business case forwarded to FPC.
- If not approved by management:
 - the business case will be forwarded to FPC for information in October of each year.



REQUEST FOR DECISION

To: Financial Planning Committee **For the Meeting of:** November 10, 2021
From: Trust Area Services **Date Prepared:** November 5, 2021
SUBJECT: 2022/23 Budget Public Consultation Process

RECOMMENDATION: That Financial Planning Committee approve the 2022/23 Budget Public Consultation materials.

TRUST AREA SERVICES DIRECTOR COMMENTS: Consultation on the Islands Trust Council’s proposed budget offers an annual opportunity to hear from constituents about their priorities, desired services, and service levels.

1 **PURPOSE:** To seek endorsement from Financial Planning Committee on public consultation materials for the 2022/23 budget consultation program.

2 **BACKGROUND:**

The Financial Planning Committee has the responsibility to co-ordinate an effective annual budget process, which includes designing the process for public input.

Up until 2016, Islands Trust provided limited information to the public through the website on the draft budget. The opportunity for the public to provide input was advertised via one black and white ad in the Island Tides newspaper and through the Trust Council subscriber list. The public was encouraged to email or write in with their comments.

In 2016, 2017, and 2018, Islands Trust offered enhanced information about the proposed budget via a designed publication available as a download from the website, and sought to increase public participation through an online survey that was offered in addition to a dedicated email address. To raise awareness about the consultation, Islands Trust advertised in multiple island-based print and electronic newspapers and information websites.

In looking at the 2018 analytics, it appeared that many people were filling in the survey without having first read the background document. In 2019 and 2020 the background information was provided within the survey itself so the public could make direct connections between the background information and the questions. There was also an effort to ask questions relevant to strategic plan development and Trust Council committee projects. In 2020, Islands Trust used Facebook for the first time to promote the survey which resulted in a fourfold increase in responses from 2019. Staff refined their approach in 2021 and was able to expand beyond the 2020 survey participation levels.

Results of recent year consultation are as follows:

Year	Surveys	E-mails
2017	66	0
2018	78	7
2019	178	37
2020	745	6
2021	941	12

Past Consultation Promotion

In support of the 2021/22 consultation process, Islands Trust issued a news release; sent two subscriber messages; and purchased ads in four newspapers (Bowen Island Undercurrent, Gulf Islands Driftwood, Gabriola Sounder and Denman-Hornby Grapevine), in monthly publications (Active Page, Saturna Scribbler, Our Isle and Times, Mayneliner, Pender Post, Denman Flagstone), and a feature online ad on the Salt Spring Exchange and the Bowen Island Undercurrent websites. In addition, staff directly e-mailed non-profit and other island organizations to encourage them to advise their members of the survey opportunity. A social media campaign complemented the print advertising. It involved two tweets and two Facebook posts one week apart.

Staff propose to implement the budget consultation process in a manner similar to 2021 in accordance with the project charter approved by Financial Planning Committee in September 2021.

Draft promotional material is attached. Staff have also provided last year's survey to support conversation about any possible desired changes. Once a proposed budget has been approved for consultation by Trust Council in December, staff will draft a survey for Financial Planning Committee's consideration of approval on January 19th, 2022. At this time, staff intend to communicate similar information as offered in prior years and hope to include more information on the impact of budget changes per \$100,000 of assessed residential value (if possible/practical) for the last five years.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: This project will be a Trust Area Services priority for December-February and will require support from the CAO and Directors of Administrative Services and Local Planning Services to respond to questions received from the public. This initiative will reduce capacity for other communications initiatives that may emerge during this time.

FINANCIAL: The public consultation program is expected to cost up to \$3,700.00 for advertising in newspapers and online. There is funding available for this program in the Trust Area Services communication budget. Webinar costs will be low and include a \$150.00 honorarium for a territorial acknowledgment.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS:

Trust Area Services staff have drafted the public consultation materials based on the proposed 2022/23 budget with contributions from all departments.

Staff will generate public awareness about the public consultation through advertising, subscriber notices, Twitter, Facebook, and a news release. The online survey will be open for seventeen days, Friday, January 21 – Sunday, February 6. The deadline will be the same for anyone providing budget input using the dedicated email address. All budget related communications will adhere to *Freedom of Information and Protection of Privacy Act* legislation.

Three social media posts will be made available for trustees to re-share from Islands Trust socials, if they wish. This promotes the consultation process through their personal social media accounts and thereby makes use of their strong local ties to the communities.

To enhance our survey marketing, we will ask a variety of community organizations to help us distribute promotional materials.

All submissions through the survey and email will be monitored. Any interactions regarding the budget consultation on the Islands Trust Twitter and Facebook accounts, and where possible on other online platforms, will be tracked. Any questions received through this process that are not relevant to the budget process but can be addressed by other staff will be forwarded.

After the deadline, staff will compile all public input along with the basic statistical analysis that is provided by the survey software for the Financial Planning Committee and Trust Council's review. Staff will also prepare a briefing that highlights any overarching themes.

FIRST NATIONS: The proposed budget supports implementation of the Reconciliation Action Plan.

OTHER: None.

4 RELEVANT POLICIES:

- [TC Policy 2.3.3 - Financial Planning Committee Terms of Reference](#)
- [TC Policy 6.3.1 - Budget Process](#)
- [TC Policy 6.10.2 - Communications](#)

5 ATTACHMENTS:

- 1 Final 2022-2023 Budget Public Consultation Project Charter
 - 2 2021-22 Survey
 - 3 Draft Advertising Plan
 - 4 Draft Newspaper Advertisement
 - 5 Draft Social Media Editorial Calendar
-

RESPONSE OPTIONS

Recommendation: That Financial Planning Committee approve the 2022/23 Budget Public Consultation materials

Alternative:

- 1) Provide feedback on the draft survey, advertising plan, advertisements, and social media editorial calendar.

Prepared By: Gillian Nicol, A/Engagement Planner, Trust Area Services

Reviewed By/Date: Clare Frater, Director, Trust Area Services / November 2, 2021

2022/23—Budget Public Engagement Project Charter

Purpose

Develop a public engagement process for the 2022/23 draft budget that solicits budget feedback and educates the public about Islands Trust using compelling visuals, and a plain language survey.

Background

The Financial Planning Committee is responsible for the annual coordination of an effective budget process, which includes public engagement. This year, public engagement will be done through a survey, which will be promoted through social media, subscriber notifications, a webinar, the newspaper, and partner organizations such as conservancies, homeowner associations, and service clubs such as chambers of commerce. The survey will feature a video about the Islands Trust, hyperlinks to relevant information, and budget charts and graphs.

Objectives

- Create engagement materials that are informative.
- Provide engagement opportunities that solicit public input on community priorities and service levels.
- Increase the number of people participating in the survey.
- Educate the public about the IT mandate
- Enhance accessibility by allowing people to participate in the survey online, by phone, or by mail

In Scope

- Review previous experiences
- Develop engagement materials
- Develop and implement a communications plan and associated collateral such as news releases, advertising, subscriber notices, presentations, social media posts, and accompanying graphics and text
- Respond to questions that arise during the engagement
- An information webinar

Out of Scope

- Town halls in each local trust area/Bowen (except SWIPPA focussed town hall on Salt Spring Island)

-Workplan Overview

Deliverable/Milestone	Date
Create engagement and advertising/marketing materials	September 20 —October 13, 2022
FPC reviews draft communications plan and draft engagement materials	October 20, 2022
FPC reviews draft engagement materials	November 10, 2022
Trust Council considers and possibly amends draft budget	November 30—December 02, 2022
FPC reviews final draft engagement materials	January 19, 2022
Launch 2021/22 budget engagement (after amending materials if required)	January 21, 2022
Host webinar	January 27, 2021, 7 p.m.
Close 2021/22 budget engagement and update website	February 6, 2022 (11:59 pm)
Engagement input to FPC for consideration/forwarding to Trust Council	February 16, 2022
Trust Council reviews input and adopts 2021/22 budget	March 7-9, 2022
Issue news release about 2021/22 adopted budget and update website	Friday or Monday after Trust Council mtg, 2022

Project Team

Director, Trust Areas Services	Project Manager
Communications Specialist	Engagement content development, communications planning and implementation
Director, Administrative Services	Approve content and liaison with FPC

Approved by:

Clare Frater, DTAS

Date: August 26, 2021

Endorsement: FPC

Date: Sept 1, 2021

Budget

Budget Source: communications budget	
Item	Cost
Advertising	\$3,700
Webinar honoraria	\$150
TOTAL	\$3,850



Islands Trust

Islands Trust 2021/22 Budget Survey

We Need Your Input!

Thank you for taking the time to complete our Budget 2021/22 survey.

Before you start, there are some things you need to know:

Survey Closes

Sunday, February 7th, 11:59 p.m.

Anonymous Survey and Personal Information

When you complete the survey you are anonymous.

Survey results, and any other input we get about Budget 2021/22, may be shared publicly at Islands Trust meetings, on our website, through social media, or in our publications or documents.

Any personal information gathered through this survey is subject to the *Freedom of Information and Protection of Privacy Act*. Enquiries about the collection or use of information in this survey can be directed to the Islands Trust's Legislative Services Manager at 250.405.5188.

The Islands Trust will not collect, use, or disclose personal information using this SurveyMonkey survey. Please be aware, however, that IP addresses are collected by SurveyMonkey itself.

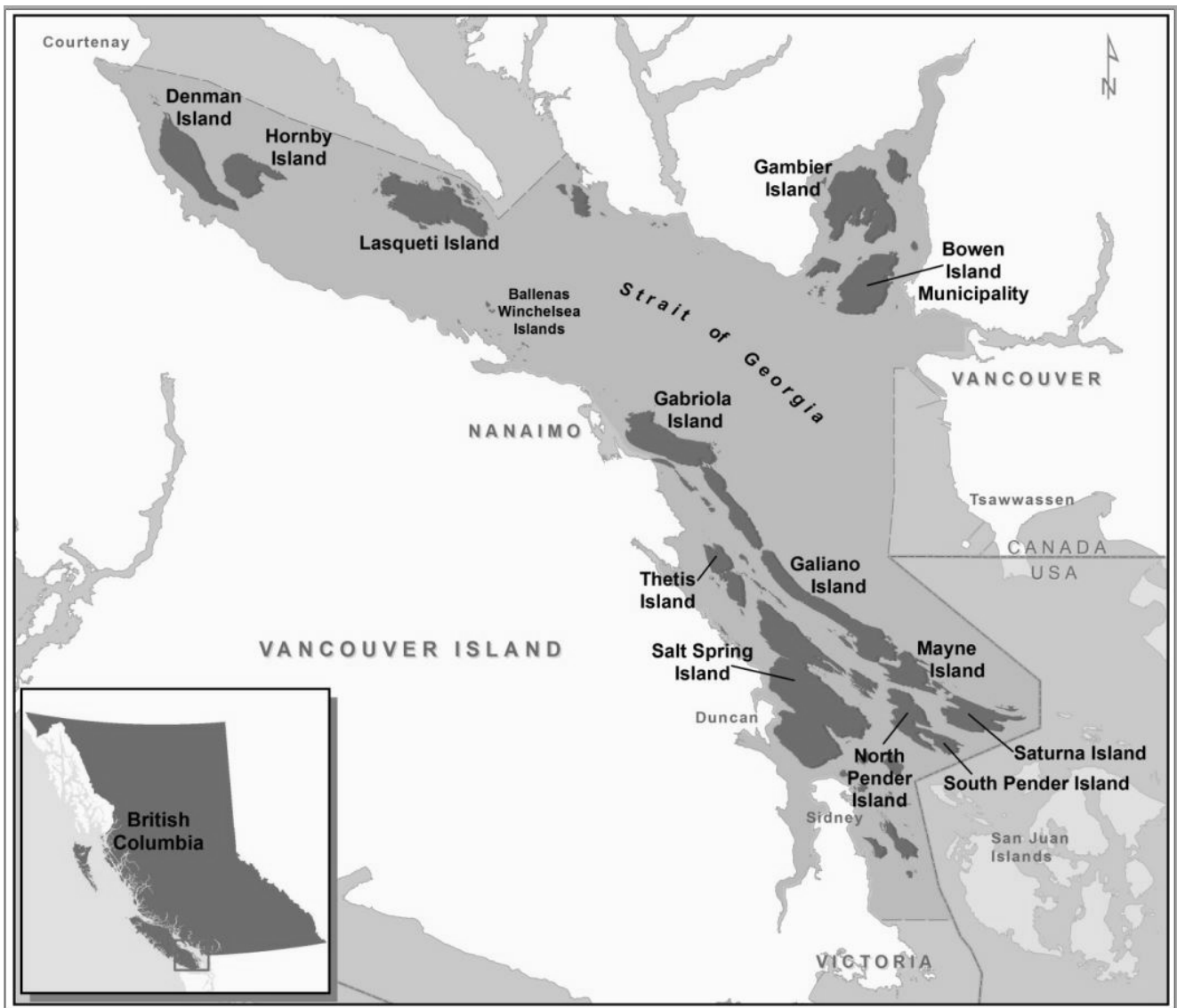
There can be only one survey response per computer. If you share a computer with someone who also wants to respond, please work together on your response, or email your comments to us at budget@islandstrust.bc.ca.

*** 1. Tell us about yourself**

The Islands Trust Area occupies almost 5200 square kilometres within the Salish Sea.

What is your connection to the islands? Check as many as apply:

- I am a part-time resident
- I am a full-time resident
- I am a member of a First Nation within the Islands Trust Area
- Other (Please explain):
- I am a visitor
- I do not wish to answer



* 2. The Islands Trust Area is made up of 13 local trust areas and Bowen Island Municipality. Which one do you feel most connected with?

- Ballenas-Winchelsea
- Bowen
- Denman
- Gabriola
- Galiano
- Gambier
- Hornby
- Lasqueti
- Other (please specify)
- Mayne
- North Pender
- Salt Spring
- Saturna
- South Pender
- Thetis
- The entire Islands Trust Area



Proposed 2021/22 Budget

Islands Trust works to preserve and protect over 450 islands in the Salish Sea with First Nations, residents, property owners, and all British Columbians. Each year, the Islands Trust Council develops our budget in consultation with the people we serve. This year, COVID-19 has impacted families, businesses, and the operations of the Islands Trust so, more than ever, we want your input.

In developing the proposed operating budget for 2021/22 (\$8,838,460), the Islands Trust Council assumes that the Islands Trust will maintain existing service levels and implement the 2018-2022 Strategic Plan. [View](#) breakdown of the draft budget numbers.

Highlights of the proposed 2021/22 budget:

- 3.26% (\$221,130) projected tax increase overall for the Islands Trust Area (other than Bowen Island Municipality), plus 0.87% (\$59,013) in new tax funds from new development and construction.
- 4.78% (\$14,496) projected tax levy increase to Bowen Island Municipality, of which 1.1% (\$3,273) will be generated from new development and construction.
- 4.6% (\$407,000) of overall budget funded by approved grant funding.
- 9.2% (\$741,890) increase in total operating expenditures (including expenditures covered by grant funding), of which:
 - 4.87% (\$394,803) represents an increase in salaries and benefits costs due mainly to four new staff positions (two temporary, paid for by grant funding for specific projects), and staff wage increases per union agreements/BC Public Service policies which includes a 2.0% wage increase for all union staff and an up-to 1.5% effective wage increase for excluded staff.
 - 0.1% relates an increase of 1.2% to trustee base remuneration. [Learn more.](#)
 - 2.0% (\$163,500) represents an increase in Local Trust Committee project spending mainly associated with work in the Salt Spring Island Local Trust Area.
 - 1.0% (\$75,000) relates to an increase in amortization expense.
 - 0.8% (\$62,350) relates to an increase in spending associated with Strategic Plan and Council-directed projects
 - 0.7% (\$53,615) relates to rising insurance and legal costs
- 66.3% (\$65,400) reduction in spending for capital assets.
- \$602,000 draw from accumulated surplus funds to pay for:
 - Climate-focused and other Strategic Plan projects (\$288,000),
 - Local trust committee projects (\$159,000),
 - Salt Spring Island Local Trust Committee freshwater projects (\$80,000), and
 - A Council-directed review of Islands Trust governance, management, and operations (\$75,000).

Annual % change in property taxes (excludes Bowen Island Municipal levy), approved budget expenditures, and actual expenditures since 2012/13.

Fiscal Year	% Property Tax Change (excludes increase due to non-market increase)	Approved Operating Budget Expenditures ¹	Actual Expenditures ²
2021/2022 (proposed)	3.26%	8,838,101	-
2020/21	nil	8,096,211	Not Available
2019/20	2%	7,753,986	7,672,619
2018/19	2%	7,658,134	7,339,845
2017/18	nil	7,667,011	7,131,865
2016/17	nil	7,260,509	6,588,536
2015/16	nil	7,134,445	7,092,373
2014/15	nil	7,054,080	6,835,277
2013/14	1.30%	6,892,192	6,500,914
2012/13	nil	6,762,473	6,347,261

¹ The operating budget excludes purchases of tangible capital assets and includes amortization expense, which aligns with financial reporting for Actual Expenditures

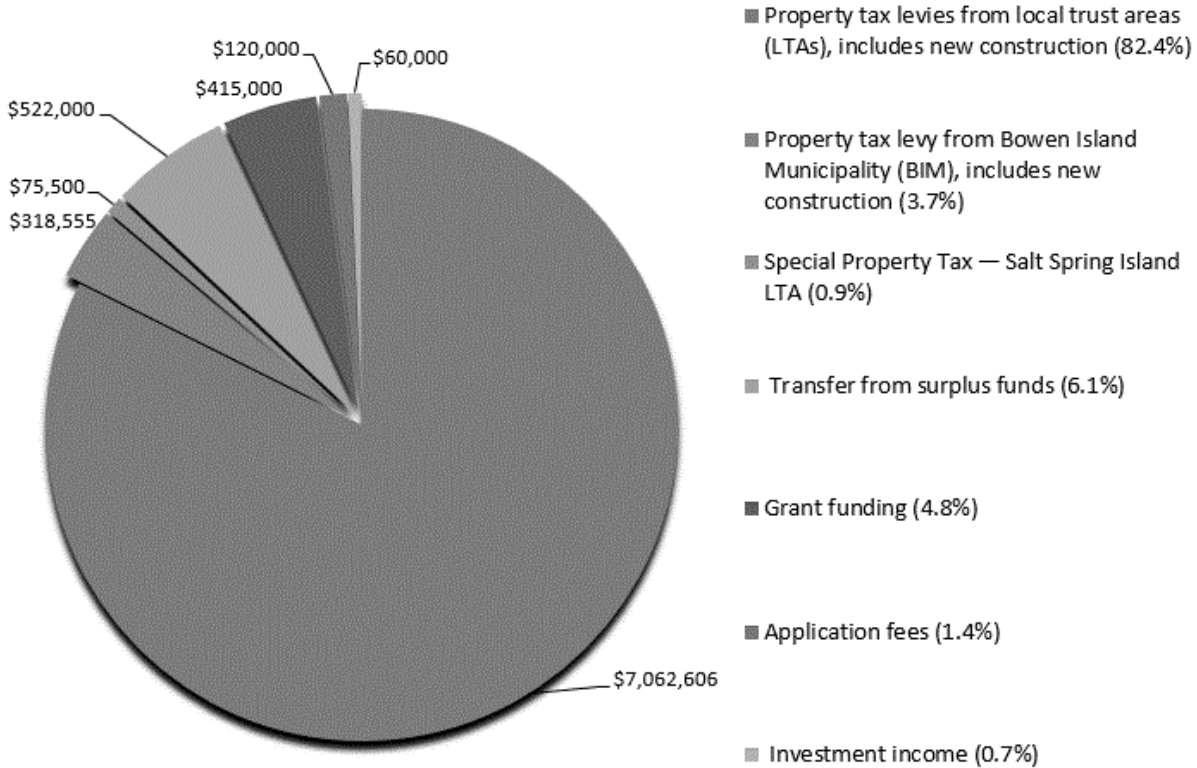
² As reported in the annual audited financial statements

Revenue: Where We Get Our Funding

In the 2021/22 fiscal year, our proposed budget would be funded from:

- Property taxes in local trust areas
- Bowen Island municipal property tax levy
- Grant funding
- Applications fees (development permits and rezoning applications)
- Transfers from Islands Trust accumulated surplus funds
- Salt Spring Island Local Trust Area special tax levy

Where Our Money Comes From



*** 3. What Budget Principles do you Support?**

- Increase taxes to add new programs/services or to improve existing services or programs
- Decrease taxes by reducing services and programs from current levels
- Keep taxes the same to maintain staffing, services and programs at current levels
- Don't know / other
- Keep taxes the same, but decrease spending in some areas while increasing spending in other areas

Why did you make this choice?



Islands Trust

4. Salt Spring Island Special Property Tax Levy

A special property tax levy is a mechanism by which the Islands Trust funds a special initiative taking place in a single local trust area through a tax levied on property owners only in that local trust area.

This taxing power can be used when a local trust committee wishes to undertake a large initiative with local significance or to take on additional operations. Since 2014, the Salt Spring Island Local Trust Committee has funded, through a special local tax requisition, the Salt Spring Island Watershed Protection Alliance to support work related to the preservation and protection of freshwater resources on Salt Spring Island.

[Salt Spring Island Watershed Protection Alliance Backgrounder.](#)

Do you support a special property tax requisition in the Salt Spring Island Local Trust Area to fund the coordination of initiatives to preserve and protect freshwater on Salt Spring Island?

Yes

I don't know

No

I don't have an opinion

Please explain your answer:

5. The special property tax requisition is proposed to be \$75,500 to fund the continued coordination of community, government and non-government organizations working together in 2021/22 to develop a framework and strategy to protect watersheds and preserve drinking water sources on Salt Spring Island.

Too much

I don't know

Too little

I don't have an opinion

Just right

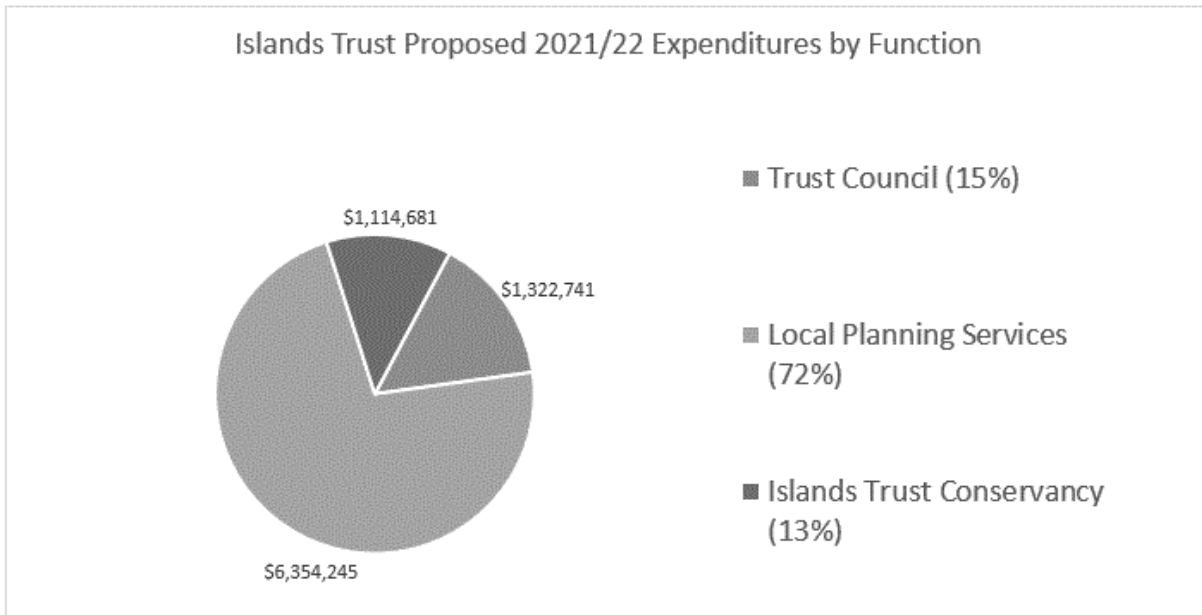
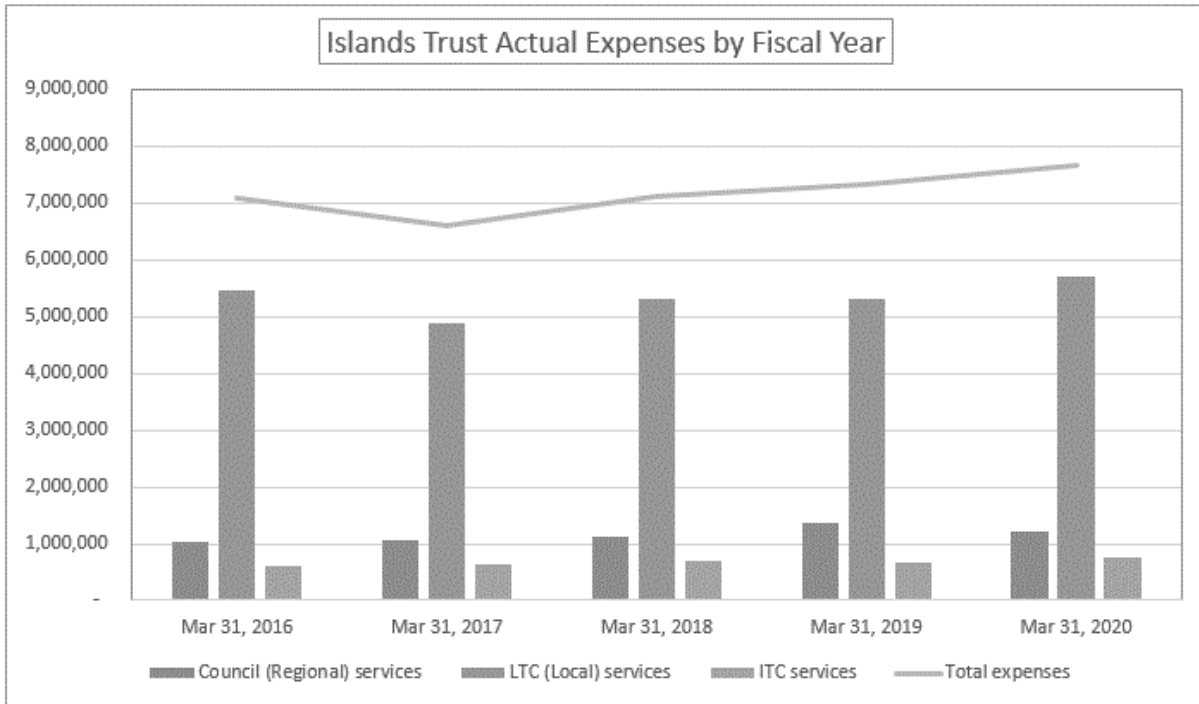
Please explain your answer:



Islands Trust

Expenditures: Where Our Money Goes

The Islands Trust preserves and protects the Trust Area through: environmentally sound land use planning, land protection through the Islands Trust Conservancy, and working locally and across agencies to collaborate, plan, and advocate on important matters in our jurisdiction. Actual historical spending trends help to inform the draft budget.





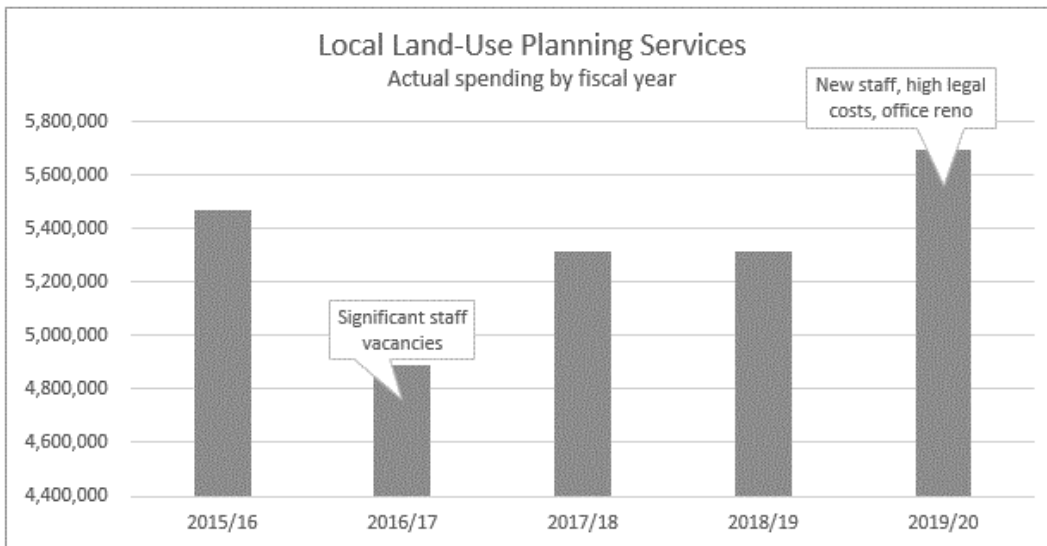
Islands Trust

Islands Trust 2021/22 Budget Survey

Local Planning Services

In the Islands Trust Area, the focus of all land use planning is the preservation of the environment, cultural heritage, and community sustainability. Land use planning activities include:

- Proactive land use planning (maintain and update 20 official community plans and 20 land use bylaws)
- Application processing (e.g. property rezonings, development permits, public hearings about proposed bylaws)
- Local trust committee meetings
- Community information meetings (e.g. land use planning issues, freshwater protection issues and options, climate change)
- Bylaw compliance and enforcement



6. Would you like to see funding for local land use planning services:

Increased

Stay the same

Decreased

I don't have an opinion

Please explain your answer:

7. Would you like funding for long-term planning work (official community plans/land use bylaws):

Increased

Stay the same

Decreased

I don't have an opinion

Please explain your answer:

8. In terms of your support for increased funding for long-term planning work, would you still support this if it meant less funding for application processing, resulting in slower application processing times?

Yes

I don't have an opinion

No

Please explain your answer:

9. Would you like to see funding for bylaw compliance and enforcement:

Increased

Stay the same

Decreased

I don't have an opinion

Please explain your answer:

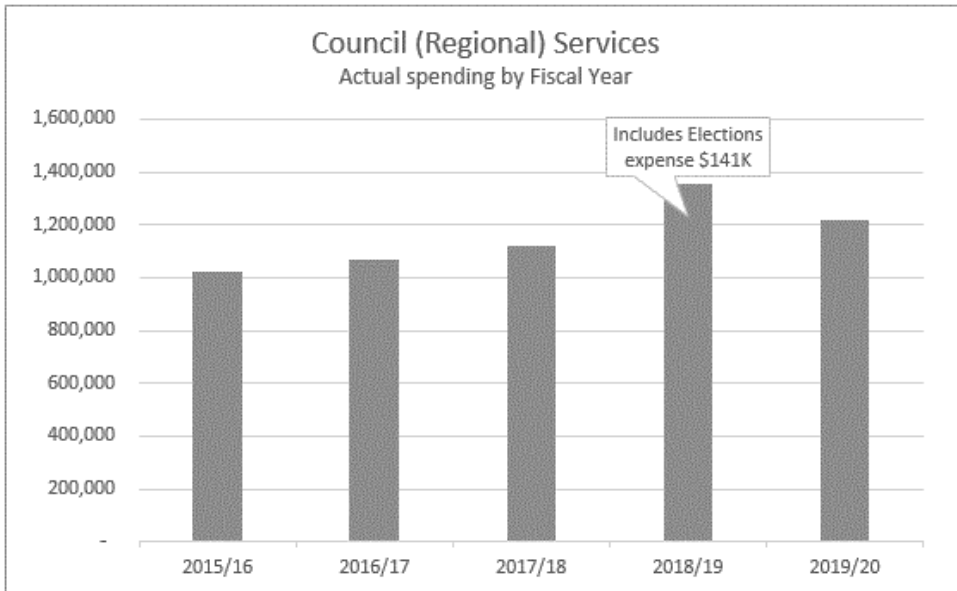


Islands Trust 2021/22 Budget Survey

Regional Programs

The Islands Trust Council supports the preserve and protect mandate through region-wide programs and services. These include:

- Public education programs (e.g. Community Stewardship Award program; educational workshops on topics such as water, climate action, species at risk)
- Legislative services (e.g. Freedom of Information requests)
- Communications (e.g. website, social media, advertising, publications, news releases)
- Intergovernmental relations (e.g. reconciliation, agreements with other levels of government, hosting of coordination events)
- Trust Area-wide policy management, including the Policy Statement (e.g. updating, interpreting)
- Advocacy (e.g. lobbying about topics such as marine shipping safety, climate action)
- Islands Trust Council meetings and Council committee meetings



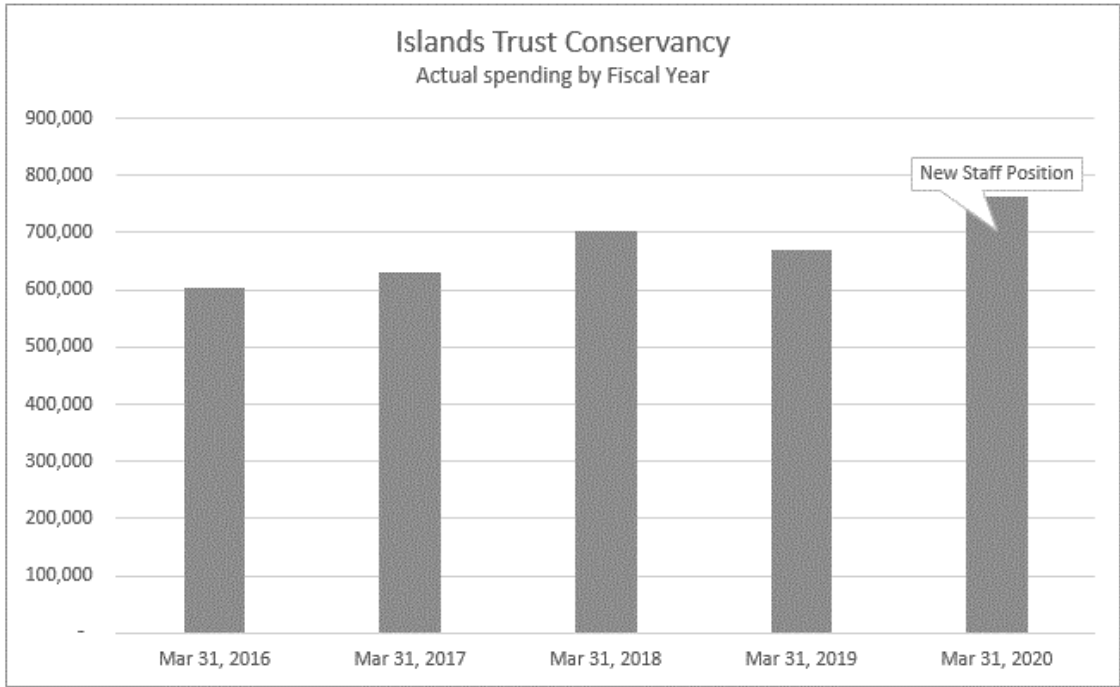
* 10. Would you like to see funding for regional programs and services:

- Increased
- Stay the same
- Decreased
- I don't have an opinion

Please explain your answer:

Islands Trust Conservancy

The ecosystems of the Islands Trust Area are among the most at risk in Canada. The Islands Trust Conservancy protects natural landscapes (1,307 hectares) across the region within 30 nature reserves and 76 conservation covenants. Islands Trust Conservancy empowers property owners to protect private land through innovative programs, covenants and volunteer conservation initiatives. The Conservancy's administration costs, including the costs of managing the 106 protected areas, are paid for through the Islands Trust budget. Land purchases and covenants are generously funded through donations and grants. As of July 1st, 2020, the Conservancy's nature reserves had a combined BC Assessment Value of over \$19.2 million. In 2021-22, the Islands Trust Conservancy will also receive \$205,000 in external funding for a Species at Risk Program through Environment and Climate Change Canada which is part of a three-year grant totalling \$597,000.



* 11. Would you like to see funding for the Islands Trust Conservancy?

- Increased
- Stay the same
- Decreased
- I don't have an opinion

Please explain your answer:

Climate Action

The Islands Trust mandate to preserve and protect the Islands Trust Area has a climate action focus that is strengthened by the [Islands Trust Council's Strategic Plan 2018-2022](#). The following strategic climate action projects are proposed for 2021/22 for a combined cost of \$241,000 (excluding overhead costs such as staff resources associated with the projects).

12. Please rate (1 through 11) the following planned climate-action activities according to their importance to you (1=highest ranked, 11 = lowest ranked):



▼

Stewardship education program



▼

Islands Trust Policy Statement update with engagement from First Nations, the public, and referral agencies



Secretariat program which gives administrative support to regional coordination groups



Climate change indicator development specific to the Trust Area



Technology investments for online streaming of Islands Trust in-person public meetings to foster transparency and public engagement



Mapping the extent of eelgrass beds throughout the Trust Area



Completion of the first phase of a freshwater Sustainability Strategy



Groundwater mapping completion and development of water budgets for groundwater aquifers in the Trust Area



Development of model bylaws for local trust committees/Bowen Island Municipality that address groundwater use, rainwater catchment, and greywater recycling to promote freshwater sustainability



Development of model bylaws for local trust committees/Bowen Island Municipality that exchange bonus density for affordable housing



Development of model development permit areas for local trust committees/Bowen Island Municipality to protect Coastal Douglas-fir and associated ecosystems throughout the Trust Area.

* 13. Would you like to see increased funding for climate action?

Yes

I think funding is appropriate

No

I don't have an opinion

Please explain your answer:



Islands Trust

Islands Trust 2021/22 Budget Survey

* 14. **Tell Us More**

There are so many ways to communicate. We want to know what works best for you.

How do you prefer to receive information from the Islands Trust? Select all that apply.

Local newspaper

Islands Trust Twitter

Email from the Islands Trust

Online Community bulletin boards

Direct mail from the Islands Trust

Meetings of the Local Trust Committee

Islands Trust website

Meetings of Bowen Island Municipality

Islands Trust Facebook

Other (please specify)

* 15. How did you hear about this survey?

- | | |
|--|--|
| <input type="checkbox"/> Community blog or website (non-Islands Trust) | <input type="checkbox"/> Islands Trust website |
| <input type="checkbox"/> Email from Bowen Island Municipality | <input type="checkbox"/> Local trustee |
| <input type="checkbox"/> Email from the Islands Trust | <input type="checkbox"/> Newspaper advertisement |
| <input type="checkbox"/> Islands Trust Facebook | <input type="checkbox"/> Newspaper article |
| <input type="checkbox"/> Islands Trust Twitter | <input type="checkbox"/> Word of mouth |
| <input type="checkbox"/> Other social media | |
| <input type="checkbox"/> Other (please specify) | |

* 16. Please indicate your age

- | | |
|-----------------------------|--|
| <input type="radio"/> 12-24 | <input type="radio"/> 60-79 |
| <input type="radio"/> 25-39 | <input type="radio"/> 80+ |
| <input type="radio"/> 40-59 | <input type="radio"/> I don't wish to answer |

17. Did we forget to ask something that is meaningful to you? Please provide any additional thoughts.

Thank you for taking the Budget 2021/22 Survey. Gathering input from the people we serve helps us to understand different viewpoints and make decisions that reflect them. Your contribution to the budget process is greatly appreciated!

Give Us Feedback Anytime

We're like to hear from you! Any time you'd like to give us feedback, go to: islandstrust.bc.ca/connect/share-your-ideas

You can connect with our Conservancy at: <http://www.islandstrustconservancy.ca/contact-us.aspx>

Stay Up-to-Date

Want to stay up-to-date with the Islands Trust? You can sign up for news and information at: <http://www.islandstrust.bc.ca/connect/stay-informed/subscribe-or-unsubscribe/>

If it's Conservancy news and information you want, go to: <http://www.islandstrustconservancy.ca/subscription/>

DRAFT Advertising Plan for 2022-2023 Budget Consultation


Local Trust Area and Municipality	Media	Type of Media	Size of Ad	Insert (approximate plus 3% inflation)
Bowen Island Municipality	Bowen Island Undercurrent (weekly)	Print	¼ of a page	\$ 159.45
	Bowen Island Undercurrent (online)	Banner	Banner	\$120.00
Denman Island LTA	The Flagstone (monthly)	Print	Full page	\$75.00
	The Island Grapevine (weekly)	Print	¼ of a page	\$145.57
Gabriola Island LTA	Gabriola Sounder (weekly)	Print	¼ of a page	\$494.00
Galiano Island LTA	Active Page (monthly)	Print	½ of a page	\$92.93
Gambier Island LTA	Coast Reporter (monthly)	Print	¼ of a page	\$325.00
Hornby Island LTA	The First Edition (monthly)	Print	Full page	\$88.00
	Hornby Tribute (weekly)	Print	¼ of a page	\$50.00
	The Island Grapevine (weekly)	Print	¼ of a page	\$0*
Lasqueti Island LTA	Our Isle and Times (monthly)	Print	Full page	\$80.00
Mayne Island LTA	Mayneliner (monthly)	Print	½ of a page	\$89.00
North and South Pender LTA	Pender Post (monthly)	Print	½ of a page	\$120.00
Salt Spring Island LTA	Driftwood (weekly)	Print & Online	¼ of a page	\$722.55
	Salt Spring Exchange	Online	Banner	\$70.00
Saturna Island LTA	Saturna Scribbler (monthly)	Print	½ of a page	\$175.00
Total (estimate)				\$2806.50

*Cost is zero because the Island Grapevine goes out to both Denman and Hornby Islands.

Have your Say!

2022/2023 Budget Consultation


Offer comments on the 2022/2023 proposed budget through an online survey.

 **Open:** January 21st–February 6th

 islandstrust.bc.ca/budget

Want to learn more about the 2022/2023 budget?

Join a webinar on January 27th at 7:00 pm.

 islandstrust.bc.ca/budget

 **Questions?** budget@islandstrust.bc.ca



Islands Trust



*Preserving and protecting over 450 islands
and surrounding waters in the Salish Sea.*


 250.405.5151

EDITORIAL CALENDAR:

Budget Consultation 2022/23

TOOLS SM: Social media

	TOPIC	TOOL & LEAD	IMAGE	TEXT	NOTES
21 Fri	Budget	SM & Web: GN		<p>Budgeting for the Future!</p> <p>Offer comments on the proposed Islands Trust 2022/2023 budget through our online survey.</p> <p>Open: January 21 - February 6</p> <p>Islandstrust.bc.ca/budget</p> <p>Want to learn more about the proposed 2022/2023 budget?</p> <p>Join our webinar on January 27 at 7:00 pm</p> <p>Questions? budget@islandstrust.bc.ca</p> <p>#Budget #IslandsTrust #islandstrustconservancy #PreserveAndProtect #SalishSea</p> <p>Photo: Canva</p>	<p>Staff will reach out to a range of audiences across the islands to help promote the budget survey through their social medias, email lists, etc.</p>
Jan 24th	Budget	SM: Comms or GN		<p>Want to learn more about the proposed Islands Trust 2022/2023 budget?</p> <p>Join our webinar on January 27 at 7:00 pm</p> <p>To register: [include link to register]</p> <p>islandstrust.bc.ca/budget</p> <p>Questions? budget@islandstrust.bc.ca</p> <p>#Budget #IslandsTrust #islandstrustconservancy #PreserveAndProtect #SalishSea</p> <p>Photo: Canva</p>	<p>Staff will reach out to a range of audiences across the islands to help promote the budget survey through their social medias, email lists, etc.</p>

TOPIC	TOOL & LEAD	IMAGE	TEXT	NOTES
Jan 31	Budget	SM: Comms or GN	 <p>Budgeting. It is in our nature.</p> <p>Please tell us what you think of the proposed 2022/2023 budget by filling out our survey at: islandstrust.bc.ca/budget</p> <p>The deadline to participate is February 6, 2022</p> <p>Questions? budget@islandstrust.bc.ca</p> <p>#Budget #IslandsTrust #islandstrustconservancy #PreserveAndProtect #SalishSea</p> <p>Photo: Islands Trust Archive</p>	Staff will reach out to a range of audiences across the islands to help promote the budget survey through their social medias, email lists, etc.



Top Priorities Report

Financial Planning Committee

1. Budget 2022/23: Draft 1 Review

Review Draft 1, version 1 of the 2022/23 budget in October 2021.
Review Draft 1, version 2 of the 2022/23 budget in November 2021.

Responsible

Clare Frater
David Marlor
Julia Mobbs
Russ Hotsenpiller

Dates

Rec'd: 01-Sep-2021
Target: 01-Dec-2021

2. Budget 2022/23 Public Consultation: Planning

Discussion of the Public Consultation plan begins at FPC's August meeting each year.
Review of planned consultation materials and engagement platforms will continue at FPC's January meeting prior to consultation initiation that same month.

Responsible

Clare Frater

Dates

Rec'd: 01-Sep-2021
Target: 01-Jan-2022

3. Review Trust Council Policy 6.5.1 Reserves and Surplus

Staff have recommended changes to policy 6.5.1 for review by Financial Planning Committee in advance of December Trust Council.

Responsible

Julia Mobbs

Dates

Rec'd: 12-Nov-2020
Target: 01-Dec-2021

Financial Planning Committee

1. *Review Trust Council Policy 7.2.1 Trustee Remuneration*

Responsible

Date Received

Review Trust Council Policy 7.2.1 Trustee Remuneration against recently released UBCM 'Council and Board Remuneration Guide' to ensure best practices are being followed with regard to elected official compensation.

Julia Mobbs

19-Aug-2020

This action item was originally Priority #3 as of November 6, 2019 which had a target date to be October 14, 2020.
